



EGERTON UNIVERSITY

HUMAN CAPITAL MANUAL

FEBRUARY 2022

Preface

Egerton University's vision is "to become a world class University for the advancement of humanity. Its mission is "to offer exemplary education to society and generate knowledge for national and global development. The achievement of the above vision and mission necessitates efficiency and effectiveness through a strong human capital among others. This can only be achieved through recruiting, retaining qualified and competent staff that possesses the requisite skills and competencies. The attainment of these objectives requires comprehensive policies, procedures, and practices.

The University's Human Capital (HC) Manual emphasizes commitment to excellence in all aspects of the University's operations. This focus on excellence includes a culture that encourages professionalism in the interactions of employees with each other, students and members of the public. The University is committed to fair and equitable treatment of its employees in accordance with the established policies. Consequently, the HC Manual is designed to be the primary reference document for communicating and interpreting human capital objectives, policies, programs, and procedures to the employees. The University desires to maintain a competent, stable, and diverse work force that is well informed in matters affecting employment. The University also seeks to promote employees' opportunity for growth and work satisfaction through an atmosphere of appreciation and recognition of their contributions. Therefore, the University shall strive to develop and maintain the positive work environment needed to recruit and retain capable, highly motivated, committed, innovative and competent human capital.

This HC Manual provides a collection of human capital policies and procedures for use in the University and covers the areas of recruitment, terms and conditions of service, staff training and development, disciplinary procedures, occupation and safety health among others. Further, it also serves as a reference handbook in the management of human capital activities for the achievement of the University's goals and objectives. This in turn shall assist staff in their operational responsibilities and the efficient discharge of human capital functions.

The HC manual shall be applicable to all employees and updated from time to time, and the University reserves the right to change, modify and replace any of these policies and procedures

any time. The negotiated Collective Bargaining Agreements from respective University Unions shall be applicable to supplement the manual. Where clarification of any procedure contained in this Manual is required, it shall be sought from the Registrar, Human Capital and Administration on behalf of the University Management. This manual shall be reviewed by the University every three years.

Prof. Rose A. Mwonya
Vice Chancellor



BRIEF HISTORY OF THE UNIVERSITY

Egerton University is the oldest institution of higher learning in Kenya, having started as Egerton Farm School in 1939 by Lord Maurice Egerton of Tatton, a British settler. In 1950, the School was upgraded to an Agricultural College. The Egerton Agricultural College Ordinance was enacted in 1955. In 1979, the Government of Kenya and the United States Agency for International Development (USAID) funded a major expansion of the institution to enable it increase its student population. In 1986, Egerton Agricultural College was upgraded to a constituent college of the University of Nairobi. The following year, 1987, the college became a fully fledged University through the Egerton University Act of 1987 (Chapter 214 of the Laws of Kenya).

Egerton University made tremendous contribution towards increasing access to higher education in Kenya through establishment of Constituent Colleges, Campus Colleges and Campuses. Chuka, Kisii and Laikipia Universities, former constituent colleges of Egerton University were all chartered to become full-fledged Universities in the year 2013. Other notable achievements of the University include establishment of: new faculties after 1987 (including Engineering and Technology, Environment and Resources Development, Commerce, Health Sciences, Veterinary Medicine and Surgery); Crop Management Research Training (CMRT) Centre; Tegemeo Institute of Agriculture Policy and Development; Institute of Women, Gender and Development Studies; Directorates of Quality Assurance, Planning and Development, Student Welfare Services, Marketing and Resource Mobilisation, International Linkages and Programmes; and the University Industry Liaison Office (UILO); African Virtual University (AVU) Centre; The Essential Electronic Agricultural Library (TEEAL); development of University Botanic Garden; and rehabilitation and development of Lord Egerton Castle. In addition, the University has introduced a range of new academic programmes and graduates over 3,000 students annually.

Egerton University's vision is to be a world class University for the advancement of humanity, and its mission is to generate significant knowledge and offer exemplary education to contribute to national and global development. The core values that guide the University's activities are: national unity; internationalism; passion for excellence; professionalism; devotion to duty; integrity, transparency and accountability; and social fairness.

The University recognises the importance of improving on its operations and processes to achieve its goals and objectives. Towards this end, the University made a deliberate effort to improve efficiency of services by attaining ISO certification of its quality management systems that are audited regularly to provide a framework for consistent performance, reliable service and long-term continuous improvement.



**Transforming Lives Through Quality Education
Egerton University is ISO 9001:2008 certified**

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INTRODUCTION

The Human Capital Manual is a comprehensive guide on how human capital processes and functions shall be carried out in the university. The manual includes policy information covering recruitment and selection, training and development, work environment, employee relations, compensation, performance management, occupational safety and health, separation. This manual gives supervisors the ability to make decisions within a framework that promotes consistency and objectivity.

The responsibility for implementing this manual rests with the Registrar (Human Capital and Administration). All members of staff are expected to be familiar with the contents presented in the manual and to be able to respond accurately and impartially to questions regarding policies and procedures.

The manual provides guidelines and sets out procedures that ensure an appropriate level of standardisation in the application of rules, regulations and conditions of service in force. It also seeks to enlighten staff on their conditions of service.

The Objective of the Manual

The general objective of this Manual is to present in writing rules governing the human capital functions and relationship between the University and its employees.

Specific objectives are:

- (i)** To provide and state the rights, obligations, roles and responsibilities of the University as the employer, management/administration and employees;
- (ii)** To establish systematic approach to the management of human capital policies, procedures and practices with the aim of achieving harmonious relationships between the University and its employees;
- (iii)** To establish and maintain a hazardous free and healthy working environment at the University.
- (iv)** To align human capital planning with corporate vision, goals, priorities and departmental plans.

Scope of the Manual

This manual is applicable to all University staff and covers the management of their entry, retention and exit.

Access to the Manual

This manual shall be accessible to all employees through the University website. Copies of the manual may be obtained from office of the Registrar (HCA). It is the responsibility of each staff to be familiar with the information contained in this manual and any amendments thereafter.

Implementation

The University has an oversight role in the implementation and enforcement of the provisions of this manual. However, the responsibility of implementing the manual lies with the Registrar (HCA).

Source documents

These include:

- i) University Scheme of Service
- ii) University Strategic Plan 2013- 2018
- iii) Employment Act 2007
- iv) Collective Bargaining Agreements (UASU, KUSU, KUDHEIHA)

DEFINITION OF TERMS

Annual Increment: Means an increase of salary granted on annual basis until the maximum salary point.

Attachment: Is a structured programme offered to continuing students from various institutions to gain work experience in a professional work setting.

Basic Salary: means the monthly rate of pay excluding allowances.

Chairman of Department/Head of Department: (HoD) means an officer heading a department at the University.

Consolidated Salary: means Gross Salary which is basic salary and all other allowances payable to the employee.

Disability: Means a physical, sensory or mental impairment including any visual, hearing, learning or physical incapability which impacts negatively on social, economic or environmental participation.

Employee: means any person currently employed in the institution or on leave of absence/unpaid leave.

Fixed-Term Contract: Means the engagement of a person for a fixed duration.

Human Capital Manual: Means a handbook that contains a set of principles, regulations, rules, guidelines and procedures that shall be followed by all employees as amended from time to time.

Imprest: Means accountable cash issued to an employee to undertake official duties.

Internship: An opportunity offered by an employer to degree and diploma graduates to gain practical work experience.

Leave: Means permission from work station for a specified period of time.

Policy: Means abstract statement which provides guidelines on how to act in specific circumstances.

Probation: Means prescribed period for which an employee has to serve prior to being confirmed into permanent terms of service of the University.

Recruitment: Means the process of identifying and engaging suitable candidates for an existing vacancy.

Remunerative/Responsibility Allowance: Means those allowances paid to an employee, in addition to salary as a form of compensation for additional responsibilities.

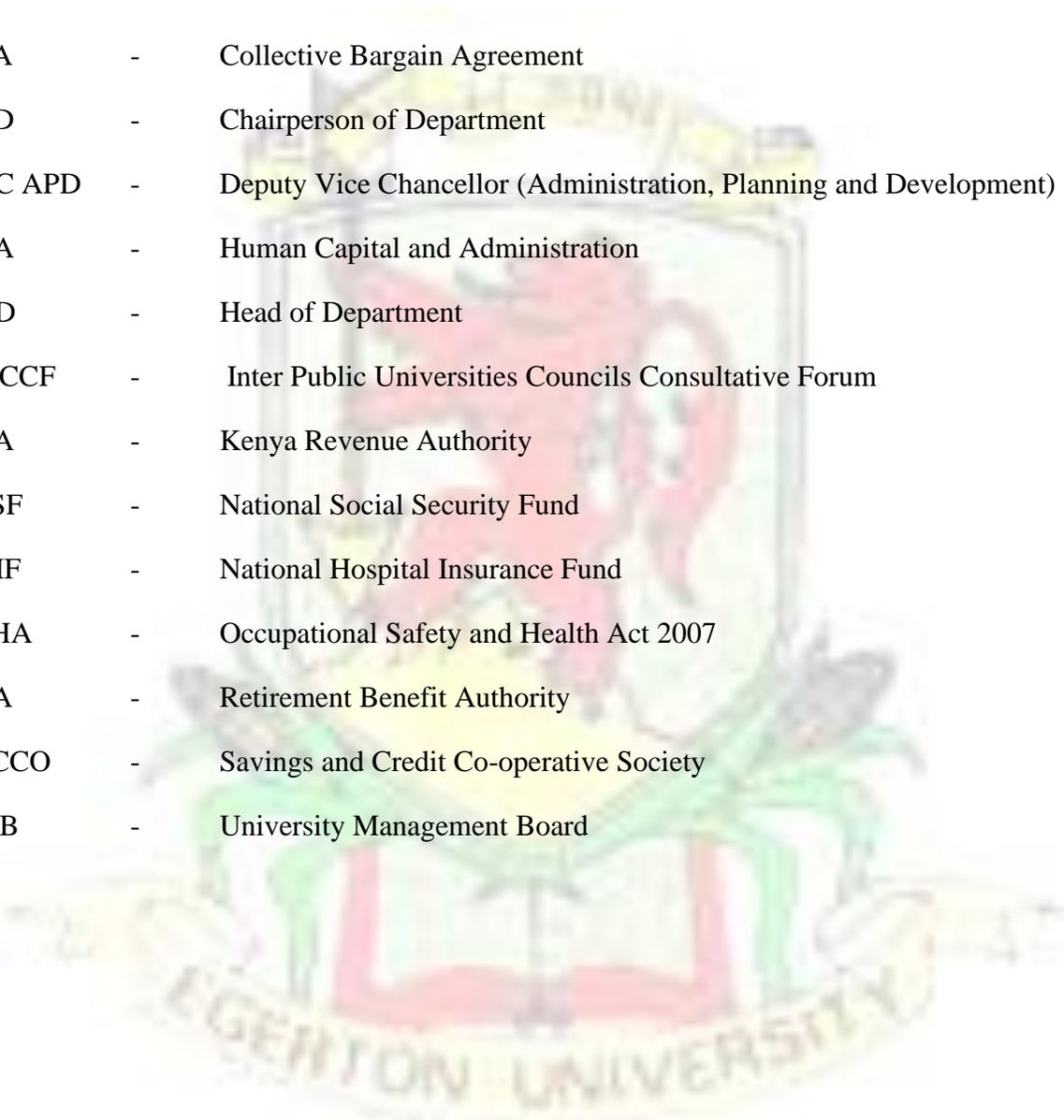
Resignation: means termination of service at shall by an employee with the University after at the expiry of notice required by the terms and conditions of service.

Spouse: Means a wife or husband of an employee.

Staff Establishment: means approved number of positions, designations and departments in the University.



ABBREVIATIONS



| | | |
|---------|---|---|
| CBA | - | Collective Bargain Agreement |
| COD | - | Chairperson of Department |
| DVC APD | - | Deputy Vice Chancellor (Administration, Planning and Development) |
| HCA | - | Human Capital and Administration |
| HOD | - | Head of Department |
| IPUCCF | - | Inter Public Universities Councils Consultative Forum |
| KRA | - | Kenya Revenue Authority |
| NSSF | - | National Social Security Fund |
| NHIF | - | National Hospital Insurance Fund |
| OSHA | - | Occupational Safety and Health Act 2007 |
| RBA | - | Retirement Benefit Authority |
| SACCO | - | Savings and Credit Co-operative Society |
| UMB | - | University Management Board |

VISION, MISSION AND CORE VALUES

Vision

The vision of the University is to be:

A world class University for the advancement of humanity

Mission

The mission of the University is:

To offer exemplary education to society and generate knowledge for national and global development.

Core Values

The University's activities and decisions shall be guided by the following core values:

- i) National unity;
- ii) Internationalism;
- iii) Passion for excellence;
- iv) Professionalism;
- v) Devotion to duty;
- vi) Integrity, transparency, and accountability;
- vii) Social fairness.



CHAPTER ONE: RECRUITMENT AND SELECTION

Recruitment shall be undertaken on the basis of fair competition and merit; representation of Kenya's diverse communities; adequate and equal opportunities to gender, race, youth, persons with disabilities and minorities.

All appointments shall be made on the basis of ability and merit best demonstrated by recognized qualifications, training, experience, performance in appropriate tests and interviews. Whenever possible suitably qualified and experienced employees of the University shall be given first consideration before external recruitment takes place.

1.0 RECRUITMENT

Egerton University follows recruiting policies and procedures consistent with its commitment to diversity and its position as an equal opportunity employer. It hires individuals on the basis of relevant qualifications and ability to perform the job.

The University has an approved Appointment and Promotion Criteria including schemes of service for all categories of staff which inform employment and promotions in the institution. The University recruits staff on permanent and pensionable terms of service and defined contractual terms. The grading system ranges from grades one to eighteen and all these appointments are guided by the University's staff establishment.

1.1 Objectives

- i) To ensure that there is fairness in all staffing decisions.
- ii) To ensure equal employment opportunities.
- iii) To ensure that the University attracts, recruits and retains the right people with the right competencies.
- iv) To ensure that the correct administrative processes are followed.
- v) To ensure that the best possible field of candidates is attracted to apply for vacant positions.

1.2 Declaration of Vacancies

The respective HOD/COD identifies vacant positions which are categorized as either staff replacement or new appointments based on the department's staff needs. The Office of the Registrar (HCA) then receives departmental requests to hire staff against vacant positions and forwards to DVC (APD) who presents them to the University Management Board for approval. In the event that a vacancy occurs as a result of death, resignation or for any other reason in the teaching department, a request will be made for emergency appointment. The request will be considered by the University Management Board and an offer of appointment on contract may be made pending advertisement of the vacant position.

1.3 Advertisement

Upon approval by the UMB, vacancies are advertised through the University website and local dailies clearly indicating the job description and specifications. Applications for employment are addressed to the Deputy Vice Chancellor (APD) for processing.

1.4 Staff Selection

The applications received are sent to respective Faculties/Departments for shortlisting in consultation with the Registrar (HCA). The shortlisted candidates shall be invited for interviews. The interview panels shall be constituted as stipulated in the University Statutes. The panel shall make recommendations on the successful candidates. The Chair of the panel shall approve the recommendations and successful candidates be offered employment after background checks.

1.5 Offer of Appointment

A letter specifying terms and conditions of service of appointment shall be issued to the successful candidate. No person shall be permitted to commence work without the letter of appointment being issued and its receipt being acknowledged by signing and returning a copy of the same to the Registrar (HCA).

An offer of appointment may be withdrawn if the candidate does not accept in writing and take up the appointment within three (3) months from the date of offer.

1.6 Categories of Employment

The University offers the following categories of employment:

- i) Permanent and pensionable;
- ii) Contract;
- iii) Casual.

1.7. Permanent and Pensionable

This is whereby an employee is engaged on permanent terms and contributes to the University pension scheme.

1.7.1 Contract Terms

Where vacancies cannot be filled on permanent and pensionable terms for whatever reasons, candidates recruited to fill such vacancies shall be appointed on contract terms. Two months before the expiry of the contract an employee serving on renewable contract shall notify the University on the intention to extend the contract.

1.7.2 Casual Employee

Means a person the terms of whose engagement provides for his payment at the end of each day and who is not engaged for a longer period than 24 hrs at a time. A casual employee shall be paid in accordance with the approved rates subject to the minimum wage guidelines issued by the Government from time to time. The Registrar (HCA) who is the Chair of the hiring committee, shall ascertain the need for casual engagement and approve the hiring of casual employees based on the budgetary provisions.

1.8 Reporting and Placement

Upon taking up the offer, the new employee shall report to the Office of Registrar (HCA) for processing of the respective appointment. The new employee shall furnish the HC with National ID, NSSF & NHIF cards, KRA Pin certificate; coloured passport size photos, medical examination report and bank account details. A staff movement advice shall be issued by HC department on the date the new employee reports, the employee shall fill the form and take it to the respective HOD/COD for signing and return to HC for further action.

1.9 Orientation, Induction & Probation

The Office of the Registrar (HCA) shall facilitate an orientation and induction process for all new staff. A probationary period of six (6) months shall apply to all new staff or as specified in the letter of offer. All new staff shall be inducted.

All new employees shall be made aware of the terms and conditions of service as per the respective CBA . They shall also be required to sign the code of conduct and ethics to which they must abide by, when performing their duties.

1.10 Career Progressions

The University's career progressions shall be based on the grading levels spelt out in the scheme of service for the various cadres of staff.

1.11 Staff Reviews

The Scheme of Service shall provide the minimum qualifications for promotion of various cadres in the University. However, promotion of employees shall depend on the following:

- i. Availability of vacancy in the establishment where appropriate.
- ii. Attaining minimum academic and professional qualifications.
- iii. Duration of service in the current grade.
- iv. Satisfactory performance
- v. Availability of funds.
- vi. Performance in the suitability interview where applicable.
- vii. Good conduct and discipline

CHAPTER TWO: TRAINING AND DEVELOPMENT

Egerton University is fully committed to ensuring that staff have the relevant knowledge, skills and expertise to perform their assigned duties to the highest standards and achieve their full potential. In this rapidly changing environment, employees are constantly being called upon to learn new skills, to work in new and different ways and to change direction at a moment's notice.

The University recognizes that training and development of staff is fundamental to the improvement of its operational performance, motivation of staff and the achievements of its Strategic Goals and Objectives. Therefore, the University shall make training and development an integral part of its operations and implement a continuous process of improvement.

2.1 Long-term and Short-term Training

The University recognises the need to train its human resource for continuous improvement; however, training shall be based on identified institutional needs and career development.

The criterion for staff training is defined in the University Training Policy. Staff shall **NOT** proceed for any training/development before obtaining the necessary approval.

2.2 Conferences, Workshops and Seminars

The University is committed to supporting staff to participate in conferences, workshops and seminars for professional development. The University's seminars, workshops and conferences committee, chaired by the Registrar (HCA), shall consider and approve requests for participation by staff members. The support shall be based on the relevance and subject to availability of funds. Upon completion of the seminar/conference/workshop, staff are expected to submit a one page report and debrief members of the department or profession on the proceedings of the training.

2.3 Internal Trainings

The University shall organize internal training for various cadres of staff based on need. Newly appointed Chairpersons of Departments, Deans and Directors shall also be trained on the administrative processes of the University.

2.4 Industrial Attachments and Internships

2.4.1 Attachment

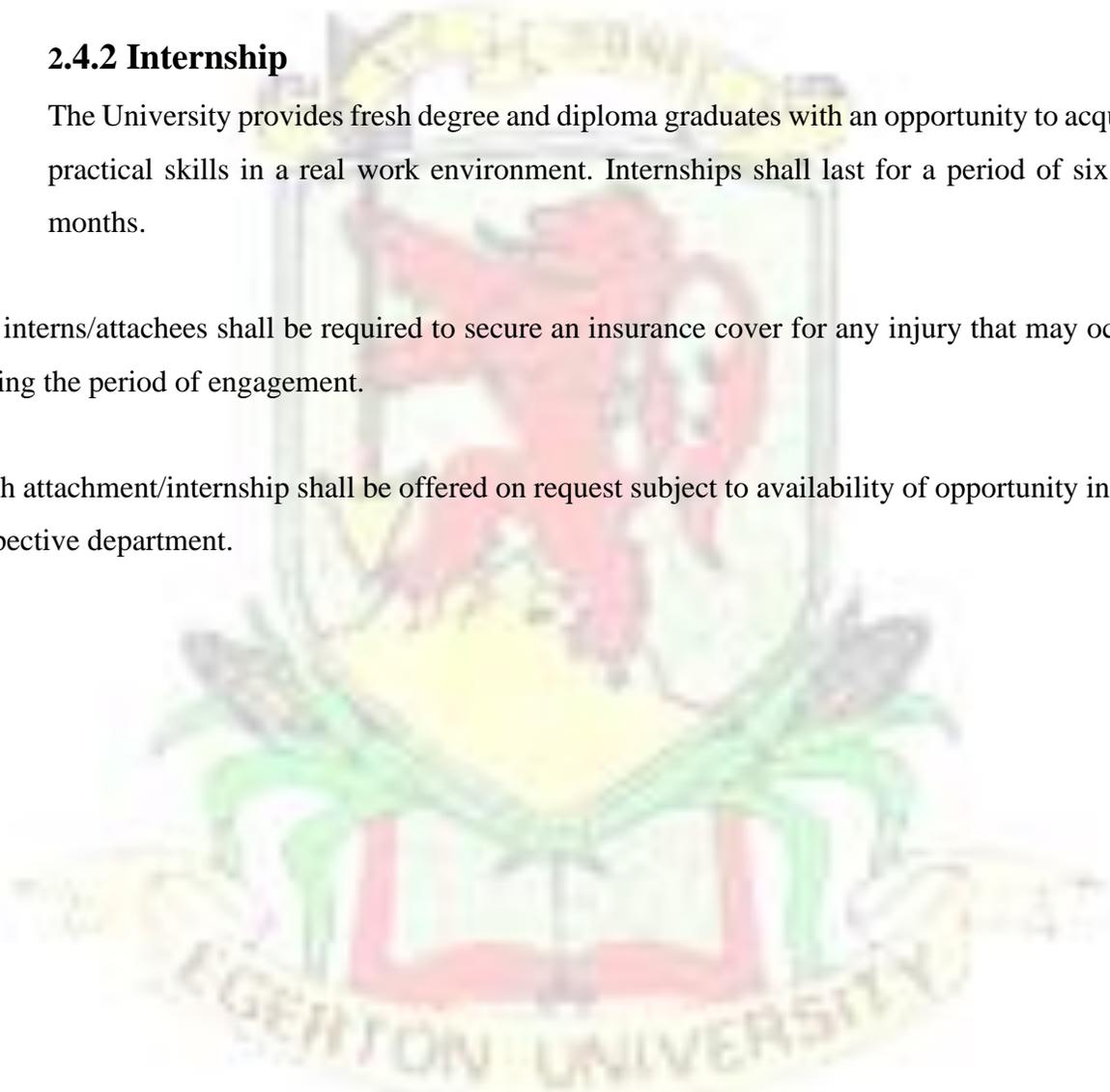
The University provides continuing students from various recognised institutions with attachment opportunities for a maximum period of three (3) months to acquire practical aspects of their respective areas of specialization in a real work place environment.

2.4.2 Internship

The University provides fresh degree and diploma graduates with an opportunity to acquire practical skills in a real work environment. Internships shall last for a period of six (6) months.

All interns/attachees shall be required to secure an insurance cover for any injury that may occur during the period of engagement.

Both attachment/internship shall be offered on request subject to availability of opportunity in the respective department.



CHAPTER THREE: PERFORMANCE MANAGEMENT

The fundamental goal of performance management is to promote and improve employee effectiveness. It focuses on establishing an understanding by employees on what is to be achieved at the University. It aligns the University's objectives with employees agreed targets, skills, competence requirement and delivery of results.

The objective is to ensure a high performance culture through service improvement, learning and development in order to achieve the overall University strategic goals. Performance Management outcomes shall inform Human Capital management actions.

Performance management involves the setting of targets and staff performance appraisal. This process aims at assisting and supporting staff in the delivery of key tasks by creating a systematic process for setting, monitoring and appraising work objectives which support and facilitate achievement of the University's vision, mission and objectives.

At the beginning of each financial year, each employee shall set targets and sign a performance appraisal form with his/her supervisor. The targets shall be derived from the respective divisional/departmental performance contract targets and objectives, and individual job descriptions among others. Departmental/Section heads shall discuss with staff and ensure that the performance targets are achieved. The Performance Appraisal shall apply to all categories of staff in the University.

The University also signs performance contracts with the government annually and cascades to departments with the aim of improving efficiency, effectiveness and prudent management of resources. It constitutes a range of management instruments used to define responsibilities and expectations between parties to achieve mutually agreed results. The setting of specific performance targets to be achieved, in a format that can be monitored, aims at providing a basis for evaluating performance and at the same time imparting managerial and operational autonomy at the University.

3.1 Objectives of Performance Appraisal System

The main objective of undertaking staff performance appraisal is to measure and improve the performance of staff with a view to improving overall performance of the University by:-

- i. Determining the performance of its employees.
- ii. Strengthening the link between its employees' performance and overall achievement of the University.

- iii. Promotion accountability for individual employee's performance.
- iv. Enhancing motivation of employees for increased productivity.
- v. Cultivating a lasting culture of performance and continuous improvement to all University employees.

3.2 Appraisal Period

The performance appraisal period shall cover one financial year, ending on 30th June

3.3 Performance Appraisal process

- a) One copy of the performance appraisal form/report shall be completed, photocopied and distributed as follows; the original shall be forwarded to the Office of the Registrar (HCA), one copy shall be kept by the COD/HOD and one shall be retained by the staff.
- b) All newly employed and redeployed officers shall be required to complete relevant performance appraisal forms within three (3) months of employment or redeployment.
- c) The primary responsibility for implementing Performance Appraisal rests with the respective COD/HOD.

3.4 Performance Appraisal evaluation process

The Performance Appraisal Evaluation shall be carried out at the end of the appraisal period.

The following shall constitute the evaluation process;

- a) The appraisee shall submit to the supervisor a filled appraisal form with achieved targets indicating the extent to which set targets were achieved as agreed at the beginning of the performance year.
- b) The supervisor and appraisee shall discuss the overall performance for the whole appraisal period and agree on a final score.
- c) The supervisor and appraisee shall discuss under-achieved targets and the mitigating conditions.
- d) Both the appraisee and supervisor shall then sign the performance appraisal form and forward the same to the Registrar (HCA) for further action.

3.5 Use of appraisal results

The results of the appraisal shall be used by the University to make human capital administrative decisions. These may include promotions, training and rewards.



CHAPTER FOUR: SALARY ADMINISTRATION

The University shall endeavour to provide a competitive remuneration and benefits in order to attract and retain skilled employees. It is committed to ensure that staff are remunerated monthly for work done over the agreed period of time or as specified in the contract of engagement. Relevant statutory deductions shall be made before payment is made.

4.1 Administration of Salary

- a) A person engaged on permanent or contract terms shall be paid salary from the date of assumption of duty.
- b) All employees shall be paid respective salaries in Kenya shillings.
- c) The net salary of a staff member shall be channelled through only one bank account provided by the staff.
- d) Each employee shall receive a pay slip for each month's pay.

4.2 Deductions from salary

- i. All salary shall be subject to statutory deductions.
- ii. Statutory deductions shall take precedence over all other deductions.
- iii. Staff in grade 5 and above appointed on permanent and pensionable terms shall automatically be members of the Egerton University Retirement Benefits Scheme and shall contribute 10% and the employer shall contribute 20% of their respective basic salaries which shall be remitted to their pension accounts every month.
- iv. Staff in grade 1-4 appointed on permanent and pensionable terms of service shall automatically be members of the Egerton University Grade I-IV Staff Retirement Benefits Scheme and shall contribute 5% and the employer shall contribute 10% of their respective basic salaries which shall be remitted to their pension accounts every month.
- v. No salary deduction shall be committed beyond two thirds (2/3) of an employee's staff's basic salary.
- vi. Any debt considered to be a University debt (imprest, Egerton University school fees, any deduction resulting from previous overpayments) among others, shall be recovered

from a staff's pay and shall take priority over any other deduction/s other than statutory deductions on the salary so long as the 1/3 basic salary rule is observed.

4.3 Salary Progressions

The University's salary progressions shall be as spelt out in the respective CBAs as negotiated and agreed upon from time to time.

4.4 Determination of Salary on Promotion

- a) All staff shall be entitled to two increments upon promotion to a higher grade.
- b) If the salary of a staff member who is promoted is less than the minimum of the salary scale attached to the higher grade, he/she shall enter the scale of the higher grade at the minimum point of the scale on the effective date of his promotion.
- c) All staff shall retain their annual incremental date even after promotions.
- d) The annual incremental dates are 1st January for all employees appointed between 1st January and 30th June, and 1st July for all employees appointed between 1st July and 31st December.

4.5 Determination of Incremental credits on acquisition of additional qualifications

Upon acquisition of relevant higher academic qualifications than what one already possessed, a staff member shall be entitled to two salary incremental credits over his/her current salary provided he/she has not reached the maximum of his/her salary progression. This shall be effective from the date they submit their certificates to the Human Capital Department. Academic qualifications shall in this case refer to Diplomas, Higher National Diplomas and Degrees relevant to one's profession.

4.6 Allowances

4.6.1 Commuter Allowance

All staff shall be eligible for commuter allowance except staff on study leave, locum and fixed contracts.

4.6.2 House Allowance

All staff are entitled to house allowance except staff who proceed on study leave, unless on special situations where employee's officially recognized dependants are to be left behind.

4.6.3 Remunerative/Headship/Responsibility Allowance

This is an allowance paid to a head of department in view of the responsibilities attached to the office he/she holds. This varies from office to office on the basis of the size or the level of the office or department.

4.6.4 Non-Practice Allowance

This is an allowance payable to recognized professionals at rates set out in Government circulars.

4.6.5 Risk Allowance

This is an allowance paid to relevant categories of staff, depending on areas of operation, at rates set out in Government circulars

4.6.6 Extraneous Allowance

This is an allowance paid to relevant categories of staff, depending on areas of operation, at rates set out in Government circulars. This allowance is also paid to various categories of staff who work in specified offices as per respective Collective Bargain Agreements.

4.6.7 Hardship Allowance

Hardship allowance shall be paid to staff who work in areas considered to live in as gazetted by the Kenyan Government as hardship areas and shall be paid at the rates applicable to the civil service at any given time.

4.6.8 Acting allowance

A member of staff who is appointed to act on higher grade than his/her grade qualifies for the payment of this allowance.

4.6.9 Special duty allowance

This allowance shall be payable to a member of staff who is formally appointed in writing to undertake duties partly or full capacity in a higher post falling within grades which exceeds beyond his/her immediate next grade.

4.7 Overtime

Overtime refers to extra hours worked by a staff member outside the normal working hours. The compensation for overtime is defined in the respective Collective Bargain Agreements.

- i) Overtime work shall not be resorted to except where it is absolutely necessary.
- ii) Where overtime work cannot be avoided, a supervising officer shall authorize the performance of such work in advance and approve payment of overtime allowance.
- iii) Records shall be kept of work performed during an overtime period and the actual time at which a staff commences and ceases overtime.



CHAPTER FIVE: EMPLOYEE RELATIONS

The University is committed to fostering industrial peace and harmony by engaging in constant consultations with respective trade unions and other stakeholders on all matters of terms and conditions of service articulated in the relevant labour laws and respective Collective Bargaining Agreements.

The University shall ensure fair employee practices built on the pillars of mutual respect, respect for rules and regulations, and employee involvement in the management of University affairs. The aim is to provide a conducive working environment, where both management and workers, positively and productively relate for the mutual benefit of the institution.

The University has respective recognition agreements with three trade unions which represent staff in various job categories;

- i) University Academic Staff Union (UASU), representing Teaching staff in grades 11-15.
- ii) Kenya Universities Staff Union (KUSU) representing Middle, Senior Administrative and Technical staff in grades 5-15.
- iii) Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals and Allied workers (KUDHEIHA) representing Staff in grades 1-4.

These unions are independent entities that negotiate and sign Collective Bargain Agreements separately.

The University recognizes the right of the individual staff to decide whether or not to belong to the Union and shall respect his or her wishes. The University does however prefer to deal with employees grievances through the agreed grievance handling procedure and therefore, welcomes a situation where there is a Union membership.

Holders of the following offices are not active members of trade unions due to the nature of their offices: the Registrars, Directors, Deans of Faculties, Finance Officer, the University Librarian, Chairpersons and Heads of Departments.

5.1 Negotiations of CBAs

Egerton University negotiates internal CBAs with respective trade union chapters on terms and conditions of service except salaries and house allowances which are negotiated at national level by IPUCCF for all Public Universities.

5.2 Terms and conditions of service for Senior Management Staff

Officers serving in Senior Management positions are in grades 16-18 and comprise the Vice Chancellor, Deputy Vice Chancellors and Principal(s). They serve under Senior Management Terms and Conditions of Service as determined by the University Council. These positions are under five (5) year contracts renewable on mutual understanding and limited to a maximum of two terms. These staff are not active members of any trade union given their management positions.



CHAPTER SIX: DISCIPLINARY MATTERS

Egerton University expects all employees to obey all the rules and regulations and carry out their contractual obligations in accordance with the Code of Conduct and Ethics. Violation of these rules and regulations shall attract disciplinary action. The university shall deal with disciplinary cases in a fair, objective and consistent manner in line with the Employment Act 2007, relevant labour laws and respective CBAs.

6.1 Disciplinary Procedure

The respective Collective Bargaining Agreements carry procedures that govern disciplinary matters of staff in the University. The University has disciplinary committees that handle respective categories of staff. These committees are;

- i) The Full Council Staff Disciplinary Committee, chaired by the Chairman of University Council, handles cases for staff in Grade XVI-XVIII.
- ii) The Finance, Human Resource and General Purposes Committee of Council, chaired by the chairman of the committee, handles cases for staff in Grades XIII-XV.
- iii) The University Staff Disciplinary Committee, chaired by the DVC (APD), handles cases for staff in Grades I-XII.

6.2 Disciplinary Actions

Disciplinary actions shall include but are not limited to:

- i) Warning - both verbal and written
- ii) Suspension/Interdiction

When in the opinion of the employer, if a staff member has been convicted of a felony or any misdemeanor that shall render him/her unfit to continue to hold office, the employer shall have the power to suspend him/her on half salary. Suspension shall be tenable and undertaken only where a misconduct committed requires investigation and such investigations may be interfered by employee's presence at work.

- iii) **Dismissal**

Dismissal shall be considered where an employer terminates the employment contract of an employee in the event that he/she displays gross misconduct and has fundamentally breached his/her obligation arising under the contract. The following acts of gross misconduct on the part of the employee shall lead to dismissal:-

- i) Absents himself/herself from his place of work for seven consecutive days without lawful authority.
- ii) If he/she is guilty of embezzlement, fraud or misappropriation of funds or property which belong to the employer.
- iii) If he/she uses abusive language or behaves in a manner insulting to his/her employer or person placed in authority over him/her by the employer.

6.3 Appeals against Disciplinary Action

A member of staff who is dismissed or whose appointment is terminated shall have the right to appeal to the University Council as follows:

- i) UASU - within three (3) weeks of notification of the decision.
- ii) KUSU - within three (3) weeks of notification of the decision.
- iii) KUDHEIHA - within two (2) weeks of notification of the decision.

CHAPTER SEVEN: OCCUPATIONAL SAFETY AND HEALTH

Egerton University is committed to maintaining a safe and environmentally sound living, learning and working environment free from recognized hazards conducive for staff, visitors and other stakeholders in accordance with the Occupational Safety and Health Act 2007 (OSHA).

This aims to offer health and safety preventive measures, minimize injuries and create awareness to safe working environment so as to increase quality of service. The University has programs in place to implement its environmental health and safety policy. It shall strive to continually assess and improve our environmental health and safety programs.

7.1 Guidelines on Safety and Health Awareness

The guidelines on the responsibilities/duties of the employee and the employer are as detailed in the OSHA.

Responsibility of Employees

Employees are required to be responsible and to take reasonable care of themselves, their colleagues and anyone else who their activities may affect.

All employees shall be expected to:

- i. Adhere to the health and safety regulations, employing safe working practices and following set instructions/guidelines at all times.
- ii. Use tools, materials and equipment safely and in accordance with training and instructions;
- iii. Immediately report to immediate supervisors any risk, hazard or shortcomings that may affect health and safety at the workplace.
- iv. Work in accordance to the general safety procedures in the University

7.2 Health Awareness and Lifestyle Changes

The University shall make concerted efforts to empower staff to be able to take control of their health through preventive activities including maintenance of healthy lifestyles. The University shall provide appropriate personal protective equipment to employees who are entitled and who should always wear when on duty.

7.3 Occupational Safety and Health Committee

The University has a Safety and Health Committee consisting of management and employee representatives. It is this committee that has the mandate to implement OSHA.

7.4 Staff Welfare

The University shall ensure provision of basic amenities for all staff. These include but not limited to clean washrooms, clean drinking water, counselling services among others.

7.5 Employee Savings and Credit Co-operative Society

There exists an employee Savings and Credit Cooperative Society in the University which enjoy University's encouragement and support. Employees are encouraged to join the SACCO and develop a culture of savings and borrowing for personal development. The SACCO provides an opportunity for employees to invest in their future wellbeing and is also a great source of team spirit and mutual co-existence.

7.6 Alcohol and Drug Abuse

Alcohol and Drug abuse may cause a problem at the workplace. They affect the employee's health and wellbeing and also a reason for absenteeism, pecuniary embarrassment, medical bills, accidents, conflicts, damage to corporate image and reduced productivity. The affected staff are referred to the Director, University Welfare Services for counseling. Chronic cases are referred to the Chief Medical Officer who assesses and sends them to recognized rehabilitation centres.

The University shall maintain a workplace free of substance abuse by implementing the following practices.

- i) Continuously sensitize employees on the hazards of alcohol and drug abuse.
- ii) Implementing all relevant legislation aimed at curbing the spread of the vice.
- iii) Supporting community activities aimed at fighting the spread of vices/conditions.
- iv) Where feasible, applying appropriate disciplinary measures to correct the habit.

7.7 Retirement Benefit Scheme

- a) The University recognizes and sponsors employee retirement benefits schemes managed and administered in accordance with the Retirement Benefits Authority Act.
- b) The scheme provides for a continuing income on retirement and substantial life assurance protection for the family of a member, should death occur before retirement.
- c) University staff are eligible to join once confirmed as Permanent within the University establishment.
- d) The Board of Trustees shall be run independent of the University as a trust in accordance with the RBA Act.
- e) Upon transfer of service, an employee shall be allowed to transfer their retirement benefits to the destination scheme, without any loss of privileges.

7.8 Disability mainstreaming

This is as a process of assessing and addressing the possible impact of any planned action on persons with disabilities. It is a way to promote inclusion and to address the barriers that exclude persons with disabilities from the equal enjoyment of their rights. The University shall make deliberate efforts to embed disability considerations within its programmes, project designs, policies and procedures as well as in staff training. This shall involve a process of supporting programmes to find structured ways of responding to the needs and circumstances of persons with disabilities.

CHAPTER EIGHT: LEAVE

Leave is a privilege which is granted subject to the exigencies of duty. The University recognizes the importance of staff to be away from duty with permission. Leave shall be taken by an employee at the employer's convenience unless otherwise specified.

An officer who absents himself from duty without permission or who, without reasonable excuse, fails to resume duty in time, shall be regarded as being absent without authorization and shall be disciplined in accordance with the University disciplinary procedures.

8.1 TYPE OF LEAVES

8.1.1 Annual Leave

Leave earned within a calendar year or such portion as a staff member shall have been in the service of the University. Annual leave shall not be accumulated and any leave not taken in any year shall be automatically forfeited.

Annual leave which excludes weekends and Public holidays shall be granted as follows:

- i) Management Staff – 30 working days.
- ii) Unionisable staff – 36 days or as per respective CBAs in force.

8.1.2 Compassionate Leave

Leave granted under special circumstances at an employee's urgent request. It is leave with pay and shall not count against normal leave, subject to a maximum of 14 days per year. Compassionate leave shall be given in cases related to illness or death of an immediate family member (spouse, child, parents).

8.1.3 Sabbatical Leave

Leave shall be granted to academic staff on permanent and pensionable terms who are at the level of senior lecturer and above only after completion of five years continuous service with the University from date of initial appointment or since the date of return

from sabbatical leave or study leave or unpaid leave. Sabbatical leave shall be granted to academic staff with full pay.

8.1.4 Study leave

All employees on permanent and pensionable terms shall be eligible for study leave where such study is relevant to the employer and the interests of staff development.

8.1.5 Sick leave

Leave granted to staff members who are unable to carry out their duties for reason of ill health. This must be certified by the University Chief Medical Officer.

8.1.6 Maternity Leave

Leave granted to female members of staff in the event of giving birth. The period of maternity leave is ninety (90) calendar days with full pay and the annual leave shall not be forfeited

8.1.7 Paternity Leave

Leave granted to male members of staff to support the spouse who should be in the University records and has given birth. Paternity leave is fourteen (14) calendar days with full pay and the annual leave shall not be forfeited.

8.1.8 Leave of absence/unpaid leave

Leave granted without pay to a staff member either on secondment to another public institution or for personal reasons.

CHAPTER NINE: EXIT FROM SERVICE

Staff exit the University for various reasons. While it is essential that employees have a good image of the University during the course of their employment, it is also equally important that they maintain that image even when exiting from the University. An effective exit not only ensures that the matters arising out of an employee's separation are dealt with. It also gives an opportunity to provide feedback to the employer that may help in enhancing employment practices, help in identifying strengths and the weaknesses, improve the work environment and motivate the workforce.

Employees may exit from the University due to the following:

- i) Retirement
 - a. Upon attaining mandatory retirement age
 - b. Medical grounds
 - c. Early retirement
 - d. Public interest
 - e. On abolition or reorganization of office
- ii) Resignation
- iii) Dismissal
- iv) Termination of service and Expiry of contract
- v) Death

9.1 Exit Interviews

All staff exiting the University shall be required to complete an Exit Interview Form. The University shall monitor staff satisfaction levels through the exit interview forms.

9.2 Handing Over

Employees leaving the University for whatever reasons are required to submit a hand over report counter-signed by the officer to whom the duties are being handed over to or by the immediate supervisor and copied to the Registrar (HCA). The handover report should cover all pending assignments, equipment, passwords, assets and any information that belong to the University.

9.3 Clearance Form

Employees exiting the University shall be required to submit a Clearance Form that has been signed by all Heads of Departments, Faculties, Sections and Units to clear the staff of any liabilities.

9.4 Certificate of Service

The University upon the termination of an employment contract shall give every employee a Certificate of Service. The certificate shall state the name of the employer, name of employee, dates of commencement of employment, the nature and usual place of employment, the date when the employment of the employees ceased and any other relevant information.

A testimonial or confidential reference shall be given by the Vice Chancellor or a duly authorized officer on request.

9.5 Commuting of leave days to cover the resignation notice period

An employee who resigns from service may use his/her earned leave days to cover part or all of the required period of notice by seeking approval to commute the leave days. These days shall be calculated based on calendar days.

EGERTON



UNIVERSITY

HUMAN RESOURCE DEPARTMENT

STAFF EXIT FORM

N.B This form should be completed in triplicate on the day of exit and distributed as follows:

- Original - Registrar (Human Capital & Administration)
- Duplicate - Retained by the Department
- Triplicate - To the member of staff concerned

PART I

To: REGISTRAR (HUMAN CAPITAL & ADMINISTRATION)

Name: _____

PR/No. _____

Designation: _____

Department: _____

Date of Appointment: _____

Date of Birth: _____

PART II

Date of Exit: _____

Reason for Exit: _____

Basic salary on Exit: _____

PART III

Comment from HOD: _____

Signature: _____ Date _____

PART IV: For Official Use only

Action by Office of Registrar (HCA) _____

Action taken to be taken: _____

Authorized by: _____

(Name)

Signature _____ Date _____