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HUMAN RESOURCE POLICY AND PROCEDURE MANUAL

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FOREWORD

The Policy Manual has been developed to serve as a reference framework for the management of the human resources in the University. It is anchored in the Constitution of Kenya 2010, The Public Officer Ethics Act 2003 [2009], Employment Act Revised Edition 2012 [2007], Labour Relations Act, Rongo University Code of Conduct and Ethics for Employees, Collective Bargaining Agreements and other relevant laws of Kenya and University policies.

The Policy Manual provides the University and staff with an understanding of the terms and conditions of service which form part of the employment contract between the University and the employees. This Policy Manual guides management and development of human resource capacity necessary for the achievement of the goals and objectives of the University.

The Policy describes recruitment, selection and appointment process; maintenance of employment records; induction, probation and confirmation of newly recruited employees; remuneration of employees; promotion of academic staff and non-teaching staff; staff appraisal; recognition and awards; working hours; leaves and leave management; staff training and development; authorization of official travel; code of conduct of employees; employee health, safety and environment; grievance management; disciplinary management; separation; consultancy; employee relations; and terminal benefits.

The implementation of this Manual shall be vested in the Vice-Chancellor who shall ensure it complies with accepted employment practices.

Signature: **Date:**

DR. RACHEL MASAKE

CHAIRPERSON OF COUNCIL

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DEFINITIONS

In this Manual, unless the context otherwise requires the terms shall be defined as follows:

Abscondment: Being absent from duty without permission for a continuous period of seven (7) working days.

Academic Department: A unit under a School which run an academic programme as approved by Council.

Adjunct Appointment: Appointment where a person who is not a member of a faculty in the University is engaged by the University to perform academic duties and responsibilities for a specified period of time

Allowance: Monetary benefit an employee is entitled to receive other than the basic salary.

Appointing Authority: The Council of Rongo University.

Appointment: The formal engagement of an employee in the service of Rongo University, in accordance with the Council regulations.

Basic Salary: Salary exclusive of any allowances.

Casual Employee: A person the terms of whose engagement provide for his payment at the end of each day and who is not engaged for a longer period than twenty four hours at a time.

Child: A person who has not attained the age of twenty one (21) years; or 25 years if enrolled into full-time formal education or children with disability who are registered with the National Council for Persons with Disability.

Conflict of Interest: A situation where an employee's personal interests disagree with those of the University as defined in the Chapter six of the Constitution of Kenya.

Contract: Employment in the service of the University for a specific prescribed period under such terms and conditions as shall be agreed upon and prescribed in a service agreement entered into between an employee and the University.

Dean of School: A person appointed and designated by Council as academic and administrative head of School.

Dean of Students: A person appointed and designated to plan and direct University activities related to student services and University life.

Dependant: An employee's declared legal spouse(s), biological or legally adopted child/children under 21 years of age or 25 years if enrolled into full-time formal education or registered with the National Council for Persons with Disability.

Disciplinary Committee: A committee constituted to hear disciplinary cases or matters affecting staff on behalf of Council.

Dismissal: Termination of the services of an employee for an offence committed against the University.

Employee on permanent terms: An employee who has satisfactorily completed the prescribed probationary period and has been confirmed in service of the University and notified in writing to that effect.

Employee: A person employed by the University under a contract of service on permanent, temporary, probationary, or casual terms.

Employer: Rongo University.

Established Position: The approved and declared job position as stipulated in the job categories.

External Secondment: The temporary transfer of an employee to work for another host organization outside the University, expiry of which contract, the employee returns to their original employer.

Gratuity: The terminal benefit an employee on contract receives upon completion of a specified period of service expressed as a percentage of the employee's annual salary.

Grievance: A complaint by an employee concerning an issue arising from workplace and/or work environment within the University.

Gross Misconduct: A breach of the terms and conditions of service and/ or the service regulations, professional, ethical or other law in force at the time construed by the Employer.

Head of Department/Section: A person appointed and designated by Council as being accountable for a unit of administration.

Home: A place of origin, as stated by the employee on the Staff Movement Advice Form at the time of appointment or as amended by the employee.

Human Resource Policy and Procedure Manual: This Manual.

Immediate Family: The employee's spouse, biological/legal adopted children, parents and sibling(s) registered with the University.

Increment: The increase in salary granted to an employee on promotion, merit or annually.

Industrial Training: The attachment of a student to a University unit, for purposes of the student gaining hands on experience and knowledge.

Internal Secondment: The temporary transfer of an employee to another position or employment within the University, expiry of which contract, the employee returns to their original department.

Leave: The official time off from the University work as provided for in this Manual.

Management Board: The Management Board of Rongo University as defined in the Rongo University Charter.

Misconduct: A breach of the terms and conditions of service and/ or the service regulations, professional, ethical or other law in force at the time.

Occupation category: A group of jobs within a career path with similar or related tasks varying in degrees of complexity.

Plagiarism: The unauthorized use or close imitation of the language and thoughts of another author and the representation of them as one's own original work.

Probation: A prescribed period for which an employee has to serve prior to being appointed on permanent terms.

Re-designation: Re-assigning an employee a new title with corresponding duties and responsibilities deemed administratively prudent.

Resignation: The decision of an employee to terminate his or her services at the university.

Retirement: Permanently leaving service of the University at the age of between 60 and 70 or on medical grounds by an employee who has been on permanent terms of employment.

School: An academic unit comprising an academic department.

Special Duty Appointment: Where on the recommendation of the Head of Department and approval of the Vice-Chancellor a member of staff is formally appointed in writing to perform duties of a higher post but does not possess the necessary qualifications for appointment to that post.

Spouse: An employee's husband or wife as declared in the University records.

Staff: All persons appointed by the University in the academic, administrative and support categories.

Suspension: A situation where an employee is caused to stay off duty temporarily pending investigations.

Teaching: Lecturing, actual teaching, drawing course outlines, setting and marking examinations, supervision, research, guidance and interaction with students.

Term: In relation to an employee on contract, the period of service with the University as stipulated in his/her contract.

The University: Rongo University (RU)

The University Council: The Council set up under the Universities Act 2012

Vice-Chancellor: The Vice-Chancellor of Rongo University who is the Chief Executive Officer of the University.

Volunteer: An individual who is authorized to render services to the University without pay.

ACRONYMS AND ABBREVIATIONS

AFP – Administration, Finance and Planning

ASA – Academic and Students Affairs

CBA - Collective Bargaining Agreement

IPUCCF – Inter Public Universities Council Consultative Forum

MIT- Moi Institute of Technology

RU – Rongo University

RUMB – Rongo University

SRC – Salaries and Remuneration Commission

PREAMBLE

1.1 Purpose of the policy

The purpose of the Policy Manual is to provide the employer and employees with an understanding of the terms and conditions of the policies which form part of the employment contract between the University and the employees.

The manual is also purposed to serve as a reference framework for the Management of the Human Resources in the University and it is anchored in the in the Constitution of Kenya 2010.

1.2 Policy Statement

Rongo University is an equal opportunity employer. Appointment to all positions in the University service will be based on merit. The University Council shall approve all the establishments and shall be responsible for all appointments. The process will redress the imbalances in equity and equality resulting from the past, including but not limited to gender, region and disability inequalities.

1.3 Interpretation

The interpretation and enforcement of this Manual shall be vested in the University Council.

The Human Resource Manual shall constitute the University's Terms and Conditions of Service for all categories of its employees. It shall complement and be read together with the employment contract and other University policies and regulations made there under and all relevant laws of the Republic of Kenya that may be in force at any given time. In case of a conflict between the Law and this Manual, the Law shall prevail.

1.4 Circulation and Implementation Strategy

1.4.1 Circulation

The Deputy Vice-Chancellor (Administration, Finance and Planning) shall make the manual accessible to all employees of the University through the Heads of Department/ Heads of Section and sensitization forums.

1.4.2 Implementation

This Manual will be cited as the Rongo University Human Resource Policy and Procedure Manual. It shall be read together with the Constitution of Kenya, Labor Laws, the Public Service Human Resource, Collective Bargaining Agreements and other relevant University policies and regulations.

The Vice-Chancellor will ensure the overall implementation of this Manual in conjunction with supervisors at all levels.

This Manual shall come into force on the date it is approved by the University Council.

2. BACKGROUND OF THE UNIVERSITY

2.1 The Vision

A world class technology driven University in learning and practice

2.2 The Mission

To provide quality and innovative higher education through teaching, research and community service

2.3 Core Values

1. Integrity
2. Professionalism
3. Innovation
4. Equity
5. Social responsibility

2.4 Mandate of the University

The University derives its mandate from the Rongo University Charter of 7th October, 2016, which stipulates the objects and functions of the University as follows:

- a) Provide directly, or in collaboration with other institutions of higher learning, facilities for technological, professional, and scientific education;
- b) advance knowledge and its practical application by research and other means;
- c) disseminate the outcomes of research by various means and commercially exploit the results of such research;
- d) participate in scientific and technological innovation as well as in the generation, discovery, transmission and enhancement of knowledge and to stimulate the intellectual life in the economic, social, cultural, scientific, and technological development;
- e) contribute to scientific, technological and industrial development of society in collaboration with industry and other organizations;
- f) make proposals for new academic programmes culminating in degrees, diplomas and certificates;

- g) make proposals for the establishment of colleges, campuses, faculties, schools, institutes, directorates, departments, centres and other resource and administrative units as may be appropriate;
- h) inculcate a culture of innovation in technology, engineering and science amongst staff, students, and society;
- i) promote education in social dynamics, science and technology within the institution and society;
- j) develop an institution of excellence in teaching, training, scholarship, entrepreneurship, research, consultancy, community service, among other educational services and products;
- k) provide a multi-level system of education and training that is relevant to the needs of the local, national and global community covering a wide range of fields and levels with provision for recognition of prior learning and flexibility of transition between educational levels;
- l) play a leading role in the development and expansion of opportunities for socio-cultural, technological and vocational education and training;
- m) provide high quality educational, research, residential, commercial, cultural, social, recreational, sporting, and other facilities;
- n) facilitate student mobility between programmes of study at different accredited technical training institutions, polytechnics, and universities;
- o) promote critical enquiry, independence and creativity in education, training and research within the institution;
- p) participate in commercial ventures and activities that promote the objectives of the institution;
- q) foster the general welfare of students and staff;
- r) provide equal opportunity for development and further training for staff of the institution;
- s) develop and provide educational, cultural, professional, technical and vocational services to the community and, in particular, the fostering of corporate social responsibility;
- t) provide programmes, products, and services in ways that reflect the principles of equity and social justice;

- u) conduct examinations for, and grant such, academic awards as may be provided for in the Statutes, and to syndicate examinations for awards at other institutions as may be approved by the Senate;
- v) generally, facilitate the development and provision of appropriate and accessible academic and other programmes.

3. Scope

This manual covers all staff including unionizable members of the University.

4. The University Organizational Structure

The University is governed by the Council, mandated by the government to be the custodian of assets, resource allocation and institutional development.

The University is currently administered by Rongo University Council in consultation with the Chancellor, the Management Board and the Senate.

See **Appendix I** for the University Organogram and **Appendix II** for the University Administrative Structure.

SECTION 1

1.0 RECRUITMENT, SELECTION AND APPOINTMENT

1.1 Recruitment

Rongo University is an equal opportunity employer and appointment to all positions in the University service shall be based on merit.

1.1.1 Announcement of vacancies, established posts and approval by Management

The University Council shall approve all the establishments and shall be responsible for all appointments through the Appointment Committees except where otherwise provided.

1.1.2 Declaration of Vacancies

Posts shall be deemed to be vacant as a result of the following:

- i. Establishment;
- ii. Expiry of contract;
- iii. Retirement;
- iv. Resignation;
- v. Dismissal;
- vi. Death;
- vii. Restructuring; and
- viii. Failure to take an offered appointment

1.1.3 Notification of Vacancies

The Head of Department shall immediately notify the Deputy Vice-Chancellor (AFP) of existing vacancies or positions expected to fall vacant within three (3) months of such occurrence.

1.1.4 Methods of Filling Vacancies

Vacancies shall be filled through any one of the following methods:

i) Appointment and Promotion

- a) The University may make new appointments on established positions either internally or externally based on the existing criteria set for the respective positions.
- b) Vacancies may also be filled through promotion where a Head of Department is satisfied that the vacancy can be filled by a competent person from within the department, provided that the person so recommended for promotion has been confirmed in the service of the University.

ii) Secondment

By authority of the Vice-Chancellor, the University shall receive or give staff on secondment under the following terms and conditions:

a) Internal Secondment

- i) An employee may when circumstances so demand, be internally seconded to another section within the University for a specified period of time, following necessary consultations.
- ii) The duties, terms of service and any change in the remuneration shall be specified in the letter of secondment.
- iii) All applicable allowances shall be paid to the employee by the receiving section for the period the employee is on secondment.
- iv) Upon expiry of the period of secondment, the employee shall go back to their original section.

b) External Secondment

The University may receive an employee from another institution.

- (i) Such an employee shall serve for a specified period of time as agreed between Rongo University and the employee's parent employer.
- (ii) Rongo University shall remunerate such an employee as shall be agreed upon between RU and the employee being seconded as long as such remuneration shall not amount to payment of double salary.
- (iii) Such an employee shall not be entitled to pension as applicable to University employees on permanent and pensionable and contract terms.

iii) Renewal of Contract

- a) An employee on contractual or temporary terms may be re-appointed where re-appointment and the procedure thereof is specifically provided for in the initial contract.
- b) For contractual positions, renewal of contract shall be based on performance appraisal by RU.

Procedure

- i) For contracts running for more than one (1) year, expression of interest for renewal shall be submitted to the Deputy Vice-Chancellor (AFP) through the respective Head of Department at least three (3) months to the expiry of the running contract.
- ii) For contracts running for less than one (1) year, of expression of interest for reappointment shall be submitted to the Deputy Vice-Chancellor (AFP) through the respective Head of Department at least one (1) month to the expiry of the running contract.
- iii) The Deputy Vice-Chancellor (AFP) shall request a confidential report from the employee's Head of Department on the employee's suitability for renewal.
- iv) The Deputy Vice-Chancellor (AFP) in consultation with the Vice-Chancellor

shall evaluate the application and advise accordingly.

- v) The employee shall be communicated to in accordance with the advice in (iv) above.

v) Re-designation

The Deputy Vice-Chancellor (AFP) shall in consultation with the Vice-Chancellor re-designate employees to fill in existing vacancies as shall be deemed administratively prudent.

1.1.5 Advertisement of Vacancies

The University shall have the prerogative of advertising internally or externally.

Where the responsible Head of Department is satisfied that there is no qualified candidate from within the department to fill the vacancy, they shall recommend that the vacancy be advertised. The advertisement may be internal to tap into internal capacity within the University or external if it is believed that such capacity is lacking within the University or where advertising would give the University the benefit of getting the best candidate.

The job advertisement must contain sufficient details about the position advertised, the type of person required and other relevant information.

All advertisements shall originate from the office of the Deputy Vice-Chancellor (AFP) giving specific requirements for the position

1.1.6 Application

All persons seeking employment with the University shall do so through a written application addressed to the Deputy Vice-Chancellor (AFP), unless advised otherwise.

Once a position shall have been received, the Deputy Vice-Chancellor (AFP) shall occasion the preparation of a long list of all applicants at the closure of the application period.

1.2 Selection

1.2.1 Shortlisting

Short listing of applicants shall be the responsibility of the Deputy Vice-Chancellor (AFP) who shall co-ordinate the exercise in close consultation with the user or technical department(s) as the case may be.

Procedure for Administrative Positions

- i. The Deputy Vice-Chancellor for the time being in charge of administration shall constitute shortlisting committee guided by the nature of the position and forward the applications to the Chair of the Committee for review and short listing.
- ii. The shortlisting committee shall shortlist qualified applicants guided by the minimum requirement as outlined in the advertisement and on the basis of agreed criteria.

Composition of Shortlisting Committee for Administrative Positions

- i. The committee shall normally comprise five (5) members, two (2) of whom must be specialists in the field.
- ii. Only persons whose ranks are higher or equivalent to the position being considered for appointment or promotion, shall constitute the Committee.
- iii. The quorum for the Shortlisting Committee shall be three (3) members.
- iv. The Chairperson of the Shortlisting Committee shall forward the shortlist backed by minutes which should bear signatures of all the members who attended the meeting.

Procedure for Academic Positions;

- i. The Deputy Vice-Chancellor (AFP) shall forward all the applications to Deputy Vice-Chancellor (ASA).
- ii. The Deputy Vice-Chancellor (ASA) may either constitute a shortlisting Committee or forward the applications to the relevant department for shortlisting.
- iii. The shortlisting committee shall shortlist qualified applicants guided by the minimum requirement as outlined in the advertisement and on the basis of agreed criteria.
- iv. The Shortlisting Committee shall forward the shortlisting minutes to Deputy Vice-Chancellor (ASA).
- v. The Deputy Vice-Chancellor (ASA) shall receive, verify and forward the shortlisting minutes to Deputy Vice-Chancellor (AFP).

Composition Shortlisting Committees for Academic Positions

Departmental Shortlisting Committee

- i. There shall be an appropriately constituted departmental shortlisting committee.
- ii. The committee shall normally be chaired by the Head of Department and shall comprise five (5) teaching staff within the department who are at the level of or above the position being considered.
- iii. Where the Departmental Shortlisting Committee is not qualified to shortlist candidates for the position, then they shall inform the Deputy Vice-Chancellor (ASA) who will then forward the applications to the School Shortlisting Committee.
- iv. The quorum for the Departmental Shortlisting Committee shall be three (3) members.

School Shortlisting Committee

- i. The School/Institute Shortlisting Committee shall normally be chaired by the Dean/Director and shall comprise five (5) teaching staff drawn from different departments one of whom must be a specialist in the field. Only persons whose ranks are higher or equivalent to the position being considered for appointment or promotion, shall constitute the Committee.
- ii. The quorum for the School/Institute Shortlisting Committee shall be three (3) members.
- iii. In cases where a school/institute lacks capacity to constitute a committee, the Deputy Vice-Chancellor (ASA) shall constitute a Shortlisting Committee comprising at least

five (5) teaching staff whose ranks are higher or equivalent to the position being considered. The committee shall co-opt members composed of Deans/Directors/Professors in related fields to assess the application.

- iv. A member shall not sit in the School Shortlisting Committee where there is a conflict of interest.

The decisions of the above shortlisting committees shall be communicated to the Deputy Vice-Chancellor (ASA) in the form of short list backed by minutes which should bear signatures of all the members who attended the meeting.

1.2.2 Background Check

The Deputy Vice-Chancellor (AFP) reserves the right to authenticate in such manner as maybe deemed necessary an applicant's employment and salary history, stated qualifications and references.

1.2.3 Impersonation or falsification of documents

Cases of impersonation, falsification of documents or giving false/incomplete information whenever discovered, either before appointment or afterwards, shall lead to automatic cancellation of candidature or appointment or dismissal and reporting to the law enforcement agencies.

1.2.4 Appointment Committee

The Deputy Vice-Chancellor (AFP) shall constitute Appointment Committee to interview short listed candidates taking into account any conflicts of interest of the interview panelists.

1.2.5 Interviews

- i. The Deputy Vice-Chancellor (AFP) shall arrange for the date of interview.
- ii. Short listed candidates shall be given reasonable notice to attend interviews specifying time and a place for the interviews. The invitation may be sent by post, electronically or hand delivered.
- iii. The Deputy Vice-Chancellor (AFP) may invite external expert(s) to assist in the interviewing process as need may arise. The expert(s) so co-opted shall provide technical guidance and shall participate in the scoring.
- iv. The interview panel shall scrutinize the applicants' documents for correctness and completeness and interview them.
- v. The panel shall run the interview, score, rank and select the best interviewee for

appointment.

- vi. There panel shall scrutinize performance appraisal reports and other documents for cases of reappointment in respect of staff on contract.
- vii. Where applicable, practical tests shall be administered to verify the competency of the applicant for the post in question e.g. in the case of drivers, ICT personnel, etc. This may be followed by a selection interview.

1.2.6 Offer of Appointment, Acceptance and Biodata Information

- (a) Offer of Appointment shall be made in writing by the Deputy Vice-Chancellor (AFP). Deans and Heads of relevant departments shall receive copies of such offers of appointment.
- (b) The Appointment letter shall embody the following: name and address of appointee, effective date of appointment, job title, grade appointed to, terms and conditions of employment, reporting relationship, place of the work, terms and duration of appointment, validity period of appointment, terms of separation, remuneration and any other entitlements as applicable and the acceptance option.
- (c) The appointee shall be required to indicate in writing their offer of acceptance, attach three copies of passport size photographs of their current likeness, indicating the earliest time they would be available to take up the post.
- (d) All new employees shall be required to fill the personal data form which captures their bio-data and other information required by the University during and after their tenure of employment.
- (e) It shall be the responsibility of the appointee to update information about their bio-data to capture significant changes during their tenure of employment.
- (f) Successful candidates will be required to take up appointments within ninety (90) days or on the basis of existing contracts on conditions/terms agreeable to the employer.

1.2.7 Medical Examination

All candidates on new appointments shall be required to undergo a medical examination by a qualified and licensed Medical Practitioner who must complete the prescribed form. The purpose of the medical examination shall be to guide deployment of employees.

1.2.8 Employment of Non-Citizens

- (a) All non-citizens shall be employed on local contractual terms or in exceptional circumstances, on terms negotiated by both parties prior to appointment.
- (b) Applicants shall be required to submit to the Deputy Vice- Chancellor (AFP) a letter of recognition and equation of qualifications from the Commission for University Education (Kenya).

- (c) The Deputy Vice-Chancellor (AFP) shall authenticate in such manner as maybe deemed necessary an applicant's employment and salary history, stated qualifications and references.
- (d) Non-citizens shall submit copies of their valid visa, passport and work permit before taking up their duties with the University.

1.3 Terms of Employment

1.3.1 Permanent Terms

- a) Appointments to Permanent and Pensionable Terms shall normally be made to appointees who are citizens of Kenya. There shall be a probationary period of six (6) months for all staff appointed on permanent and pensionable terms.
- b) During the probation period, the Human Resource Department shall request quarterly reports on the performance of the member of staff from the immediate supervisor of the employee.
- c) On successful completion of the probationary period, the appointment shall be confirmed by Council, and there after the concerned employee be notified within one (1) month.
- d) Where the performance of the employee during the probationary period is adjudged unsatisfactory, the University Council shall either:
 - i) Extend the probationary period for a further period of up to six (6) months giving full details of the employee's weaknesses , or
 - ii) Terminate the appointment in accordance with any of the provisions of clause 16.1.1 (ii) hereof depending on the circumstances of each case.

1.3.2 Contractual Terms

- a) The employer may make appointments on contract for a specific period and on such terms as it may formulate from time to time.
- b) Non-Kenyans shall only be appointed on contract terms. Kenyans who opt for contract appointments shall also qualify for such appointment.
- c) Contract appointments shall be for a period of not less than twelve (12) months and not more than thirty six (36) months. Council may renew such contract appointments for a further period as both parties may agree.
- d) A contract of twelve (12) months or more may be extended for lesser periods than the original contract on the same terms.
- e) During the contract period, the Human Resource Department shall request quarterly reports on the performance of the member of staff from the immediate supervisor of the employee. Where the performance of the staff during this period is adjudged unsatisfactory, the University Council shall terminate the appointment in accordance with any of the provisions of Clause 16.1.1 hereof depending on the circumstances of each case.

1.3.3 Temporary Appointment

- a) Temporary appointments shall be tenable for such periods and on such terms as shall be specified in the letters of appointment.
- b) During this period, either party may terminate the appointment by giving one (1) month's notice or one month's pay in lieu of notice.

Procedure for appointment

- i. Requests shall be made by the Heads of Departments through the Human Resource Department to ascertain the need.
- ii. Human Resource Department shall forward the requests to the Deputy Vice-Chancellor (AFP) for approval in consultation with the Vice-Chancellor.

1.3.4 Casual Employees

The University may from time to time engage employees on casual basis as need may arise.

Procedure for engagement

- i. Requests shall be made by the Heads of Departments through the Human Resource Department to ascertain the need.
- ii. Human Resource Department shall forward the request to the Deputy Vice-Chancellor (AFP) for approval in consultation with the Vice-Chancellor.
- iii. If approved, the Human Resource Department shall engage the employees according to the approved number and days allowed.
- iv. The user departments shall maintain a Muster Roll which shall be submitted to the HR department for verification and processing of payments.

1.3.5 Part-time Appointment

Appointment on Part-time Terms shall be as per the Rongo University Part-time Policy.

Procedure for engagement

- i. Departments compile courses to be taught in the following semester per programme at least two (2) months before the beginning of each semester.
- ii. Departments allocate courses to full-time lecturers exhaustively at least seven (7) weeks before the beginning of each semester.
- iii. Heads of Department through the Deputy Vice-Chancellor (ASA) seek authority to be allowed to consider appointment of part time lecturers for the courses to be taught on part time basis.
- iv. If approved, Departments allocate the courses to be taught on part-time basis to part-time lecturers in a prescribed format and submit to Deputy Vice-Chancellor (ASA) at least one (1) month before the beginning of each semester.
- v. Departments submit allocation documents including CV of the part time lecturers and allocation minutes to Deputy Vice-Chancellor (AFP) through Deputy Vice-Chancellor (ASA) for processing of part-time appointment letters.
- vi. Part-time appointment letters issued to Schools through HR Office at least three (3) weeks before the beginning of each semester.
- vii. Part-time lecturers formalize taking up of appointments through a Staff Movement Advice.

1.3.6 Locum Appointments

Appointment on locum terms will be temporary and on need basis. It shall be limited to medical staff. Such appointment shall temporarily fulfill the duties a medical staff.

Procedure for engagement

- i. Where there is need for locum staff, requests shall be made by the Head of Department to the Human Resource Department to ascertain the need provided that;
- ii. The staff in charge of Rongo University Health Centers shall submit monthly duty rosters of permanent employees to the Human Resource Department
- iii. Human Resource Department shall submit the request to the Deputy Vice-Chancellor (AFP) who in consultation with the Vice-Chancellor approve.
- iv. If approved, the Human Resource department shall recruit according to the approved number and days allowed on agreed terms.
- v. The user department shall maintain a muster roll which will be submitted to the Human Resource Department for verification and processing of payments.

1.3.7 Adjunct Appointment

- i. Adjunct appointments shall be made by Council on the recommendations of Management.
- ii. The appointment shall be based on their status from the parent institution as long as the parent institution where he/she is serving is a recognized University or a recognized academic institution.

1.3.8 Visiting Professors and Lecturers

Appointment of Visiting Professor and Lecturers shall be made by Council on the recommendations of Management.

a) Title/Status

Visiting Professor or Lecturer shall be appointed by Rongo University based on their status from the parent institution as long as the parent institution where he/she is serving is a recognized University or a recognized academic institution.

b) Tenure

A Visiting Professor or Lecturer shall be appointed for a specified period renewable on the recommendation of their respective Department and supported by their parent Institution.

c) Administrative Roles

Visiting Lecturer may be appointed to occupy an administrative position in cases where there may be no suitable permanent staff to occupy such position

d) Promotion of Visiting Academic Staff

A visiting professor or lecturer will not be promoted by RU during their tenure.

e) Remuneration

A Visiting Academic Staff shall receive the remuneration as agreed upon at the time of joining RU.

1.3.9 Acting Appointments

There shall be two types of acting appointments namely;

- i) Where one acts in a vacant post; and
- ii) Where one acts in the place of an incumbent who is temporarily out of office.

Conditions for an Acting Appointment:

- i. All acting appointments shall be made in writing by the Vice-Chancellor.
- ii. All substantive office holders who may wish to be away for any period of time shall fill in and process through the relevant offices Form RU/HR/R13 obtainable from the Human Resource Office
- iii. The Vice-Chancellor may appoint the recommended officer or any other officer he may deem suitable to act.
- iv. Where the period exceeds fifteen (15) days, an employee shall receive a written letter of appointment to act for a continuous period not exceeding one year.
- v. An appointment that has not been terminated shall normally lapse one year from the date of appointment unless it is renewed in writing by the appointing authority.

1.3.10 Special Duty Appointments

A Special Duty Appointment shall be where on the recommendation of the Head of Department and approval of the Vice-Chancellor a member of staff is formally appointed in writing to perform duties of a higher post but does not possess the necessary qualifications for appointment to that post.

The authority to make a special duty appointment is vested in the Vice-Chancellor. The appointment shall be in writing.

1.3.11 Honorary Appointments

This shall be a non-salaried appointment of distinguished scholars in their various academic disciplines and/or areas of professional specialization. They shall normally collaborate with, assist and/or advice school to which they are appointed. A proposal for an honorary position within an Academic Department should demonstrate a significant contribution to one or more of the following areas:

- i. Training/Teaching, for example in curriculum development, programme design or delivery with emphasis on practical skills
- ii. Research, for example, of direct contribution to research collaboration.
- iii. Influence where an appointment could significantly benefit the Department's objectives

- iv. Strategy development where an appointment contributes significantly to the development of strategy in any of the areas of current or future University activity.
- v. Professional eminence or Entrepreneurship

Procedure for appointment

- i. Nominations for honorary positions should originate from a School/Institute;
- ii. The CV or profile of the applicant, together with a full publications list should be submitted to the Vice-Chancellor's Office
- iii. Applications should be accompanied by a letter of support from a Head of Department familiar with the work of the applicant;
- iv. Applications will be handled in line with the University guidelines for appointment of academic staff;
- v. The respective School/Institute and Department committee will review the nomination and make recommendation to the appointing authority.
- vi. Recommendations for appointment will be submitted to the Vice-Chancellor for appointment.
- vii. After approval, by the appointing authority, letter of appointment shall be issued by the Deputy Vice-Chancellor (AFP); and
- viii. If an appointment is not approved, this will be communicated to the applicant and the nominating Department by the Deputy Vice-Chancellor (AFP)

Renewal of Honorary Appointments

- i. Honorary appointments shall have a limited tenure of three (3) years maximum.
- ii. Renewal shall be subject to satisfactory performance in the post and will require evidence of continuing positive contribution to the strategic objectives of the host school/institute;
- iii. The nominating Department shall be required to provide annual reports of the activities of the Honorary appointee to the Vice-Chancellor through Deputy Vice-Chancellor (ASA)
- iv. Applications for renewal shall be submitted at least three (3) months before expiry of the running appointment

Ranks

Honorary academics shall be assessed and ranked based on their credentials/qualifications as follows;

- i. Honorary Lecturer/Honorary Research Fellow;
- ii. Honorary Senior Lecturer/Honorary Senior Research Fellow;
- iii. Honorary Associate Professor/Honorary Associate Research Professor
- iv. Honorary Professor/Honorary Research Professor

1.3.12 Industrial Training/Attachment/internship/apprenticeship

- (i) The University may accept students for attachment to any of its units for training purposes. Such students shall apply for attachment to the Vice-Chancellor through their respective institutions.
- (ii) Students on industrial attachment shall be insured by their respective institutions
- (iii) While on industrial training, the students shall not be entitled to any remuneration and must fully comply with all regulations as spelt out by Rongo University.
- (iv) Industrial attachment shall normally be for a maximum period of three months.
- (v) Internship shall be guided by the relevant provisions of the constitution, relevant professional bodies and any other policy guidelines.
- (vi) Apprentices shall be insured by their respective institutions and shall not be entitled to any remuneration. In addition, they shall be required to comply fully with all regulations as spelt out by Rongo University.

SECTION 2

2.0 EMPLOYMENT RECORDS

2.1 Records Policy

The University shall have both manual and electronic employment records as detailed below.

2.2 Bio data Form

- (a) All employees shall be required to complete a bio data form as in **Appendix III**.
- (b) The record shall be continuously updated and it is incumbent upon the employee to provide the updated information for example marital status, family members and academic qualifications among others.
- (c) The initial records provided shall be taken as the true and authentic record and any changes thereafter shall require proof of authenticity beyond any doubt to the Deputy Vice-Chancellor - AFP.
- (d) The date of birth provided at the time of an employee's first appointment shall not be altered under any circumstances in the course of one's employment.
- (e) All employees shall provide photographs attached to their bio data forms to be updated after every five (5) years.

2.3 Personal Files

- (a) All records about an employee shall be kept in his/her personal file.
- (b) There shall be at least two personal files; one kept and maintained in the Central Registry and the other kept and maintained at the Department/Section.
- (c) An employee shall not access his/her personal file.

2.4 Records Management

All records are confidential and shall only be accessed upon express request to the Head, Human Resource and head of Department.

2.5 Update of Record

- (a) All requests for updating records shall be communicated to the Head, Human Resources as soon as need arises but in any case all employees shall be required to update their records after every five years.
- (b) No requests for change of date of birth shall be considered.
- (c) Falsification of records at whatever stage shall lead to disciplinary action.

SECTION 3

3.0 INDUCTION, PROBATION AND CONFIRMATION

3.1 Induction/Orientation

Induction is the first step in building a two-way relationship between the University and the employee. The induction shall serve the purpose of introducing the new employee to the work environment as well as to the various aspects of the employee's work.

- (a) Induction shall be mandatory to properly initiate all new staff (hired, promoted or transferred) into their new tasks.
- (b) The induction programme shall be arranged by both the Deputy Vice-Chancellor (AFP) and the relevant head of department or immediate supervisor as soon as the employee reports. The induction programme shall not exceed one month.

3.2 Probationary Period

- (a) A probationary period shall not be more than six months but it may be extended for a further period of not more than six months.
- (b) A party to a contract for a probationary period may terminate the contract by giving not less than one (1) month notice of termination of the contract, or by payment of seven days' wages in lieu of notice.
- (c) An employee shall not be promoted during his or her probationary period of service.

3.3 Confirmation

An employee who has completed his/her probation may be confirmed in the University service with effect from the date of expiry of his/her probationary period.

The procedure for confirmation shall be as follows:

- (a) An employee shall apply for confirmation through the Head of Department upon expiry of the probationary period
- (b) The Head of Department/Section shall submit confidential report to the Deputy Vice-Chancellor (AFP).
- (c) Where the performance of an employee due for confirmation is found to be satisfactory and there are no other negative reports in the employees personal file, the employee shall be confirmed.
- (d) Where the performance of an employee due for confirmation is found to be unsatisfactory, the Deputy Vice-Chancellor (AFP) shall form a review committee which will discuss the report with the employee.
- (e) The decision of the committee will be communicated to the employee and the Head of Department by Deputy Vice-Chancellor (AFP).
- (f) Confirmation in all cases must be processed within the probationary period of an employee. In the event that this is not done and the probationary period expires, the employee shall be entitled to have his/her confirmation back dated to the date it was first due.

SECTION 4

4.0 COMPENSATION AND BENEFITS

4.1 Remuneration

Remuneration shall be in form of salary and allowances payable to the various categories of employees as shall be determined by Council from time to time.

4.1.1 Salary and wages

- a) All positions in the University shall be classified by title and salary scale in accordance with the duties and responsibilities carried out by an officer occupying the post as established by the University Council.
- b)
 - i. On first appointment, an officer will enter a salary structure at the minimum point of the respective salary scale either as a first time employee or if his/her current salary is below the entry point for the grade.
 - ii. An officer whose current salary falls within the salary scale of the grade for which the officer is being considered will be granted two salary incremental credits based on their current salary provided the maximum salary of the grade assigned to the position is not exceeded.
 - iii. In exceptional cases, for an officer transferring service from another government institution or serving at Rongo University, and whose calculated salary entry point is above the respective salary scale, Council may award salary personal to the officer based on their current salary, experience and qualification. This clause may also apply to individuals getting into the service of the University from Non- Governmental Organizations.
- c) For full time employees, salary is payable at the end of every month into the employee's salary bank account as declared by the employee in his/her personal details form.
- d) Part time employees shall be paid an hourly rate as determined by Council from time to time as per the part time policy.

4.1.1.1 Salary Scales

The salaries shall be determined by Council from time to time in consultation with Inter Public Universities Council Consultative Forum (IPUCCF), Salaries & Remunerations Commission (SRC) and any other relevant government body/institution. The current rates are indicated in **Schedules I (A) – (C)**.

For each appointment, the point of entry to the scale shall be specified in the letter of appointment.

4.1.1.2 Incremental Dates

The incremental date for permanent employees on these grades will be 1st January annually for all those staff appointed and report for duty between 1st January and 30th June and the incremental date for those appointed and report for duty between 1st July and 31st December will be 1st July annually.

4.1.2 Allowances

Some allowances shall form part of the consolidated remuneration for some categories of staff as indicated in their appointment letters.

4.1.2.1 House Allowance

Members of staff in these grades holding established posts shall be entitled to house allowance as shall be determined by Council. The current rates are as shown in **Schedules II (A) – (C)**.

The University does not undertake to provide housing for members of staff. However, where the University at its discretion houses a member of staff, rent shall be payable by the member of staff at such rates as may be determined by the University from time to time.

4.1.2.2 Other Allowances

(i) Acting Allowances

Where one acts in a vacant post

Acting allowance will be payable to a member of staff who on the recommendation of the Head of Department and approval of the Vice-Chancellor is formally appointed to act in a higher post which he/she is eligible for appointment pending advertisement of the post. The appointment shall be in writing and termination must also be in writing.

- a) Acting allowance will not be payable to an officer for more than six (6) months.
- b) Acting Allowance shall be paid at the rate of twenty percent (20%) of his/her substantive basic salary.
- c) An employee who is appointed to act in a higher post shall be eligible, for the duration of his/her acting appointment, for the travelling privileges, accommodation allowance, subsistence allowance and entertainment allowance applicable.

To qualify for Acting Allowance the acting appointment must last for at least 30 calendar days.

Where one acts in the place of an incumbent who is temporarily out of office

- a) In order to qualify for an acting allowance, an employee shall have worked for a minimum period of fifteen (15) days.
- b) In this case, the substantive office holder forfeits the allowances payable to the acting appointee
- c) Normally, an employee shall not hold more than one acting position at the same time.

(ii) Special Duty Allowance

- a) The special duty allowance shall be payable at the rate of 15% of the appointee's basic salary.
- b) To qualify for this allowance, appointment must last for at least fifteen (15) calendar days.
- c) Special duty allowance will not be payable to an employee for more than six months unless the appointment is renewed.

A member of staff in receipt of special duty allowance in one position will not be paid the same for another position he/she may be holding.

(iii) House to Office Allowance (Commuting Allowance)

House to office allowance will be paid to members of staff who use their vehicles. The rates will be paid as indicated **Schedule VIII**.

(iv) Responsibility Allowance

To qualify for responsibility allowance the officer must be appointed to the offices and at the rates shown in **Schedule X**.

(vii) Entertainment Allowance

To qualify for responsibility allowance the officer must be appointed to the offices and at the rates shown in **Schedule XI**.

(viii) Telephone Allowance

To qualify for responsibility allowance the officer must be appointed to the offices and at the rates shown in **Schedule XI**.

(v) Risk Allowance

Risk allowance shall be payable for the relevant categories of members of staff at rates determined by the Government from time to time.

(vi) Extraneous Duty Allowance

Extraneous allowance shall be paid to the members of staff working in certain offices as way of compensating them for the extraneous nature of their duty as they are required to work for long hours during the week days, weekends and sometimes on public holidays. The rates eligible for payment are as shown in **Schedule XII**.

(vii) Passage and Baggage Allowance

On the 1st appointment or termination of appointment, a member of staff shall be paid passage and baggage allowance as per the prevailing rates. The current rates are shown in **Schedule III**.

(viii) Subsistence Allowance

Subsistence Allowance to cover accommodation, meals and incidentals shall be paid to an

employee who will be required to travel on duty away from the duty station (over 50 kilometers from work station) at rates per night to be fixed by Council from time to time, per category of staff.

No Subsistence Allowance shall be claimable where official travel is fully sponsored except for out of pocket allowance not exceeding half of the Subsistence Allowance applicable.

(a) Within Kenya

Daily subsistence allowance will be at the rates indicated in **Schedule IV**.

(b) Outside Kenya

Daily subsistence allowance will be at the rates indicated in **Schedule V**.

(ix) Day Travel Allowance

A day Travel Allowance will be payable where the member of staff is on official duty 50 kilometers or more outside his/her normal duty station, but who does not spend the night away from home and is not eligible for subsistence allowance. Day Travel Allowance will be paid at half the rate of applicable to daily subsistence allowance. The current rates are shown in **Schedule VI**.

(x) Mileage Allowance

For travel undertaken within Kenya on approved University business, mileage allowance shall be payable at the prevailing Council approved rates. The current rates are as per **Schedule VII**.

(xi) Leave Traveling Allowance

A non-accountable leave traveling allowance shall be payable to a member of staff at the rates shown in **Schedule IX**. This allowance is payable only once each calendar year of service provided that in the first year of appointment, this allowance will be payable if a member of staff has completed six (6) months of service.

(xii) Relocation Allowance

A member of staff who is transferred at the instance of the employer from one University working station to another will be entitled to a settling allowance of 14 days subsistence allowance and the cost of transport. Provided that:

- a) the station is at least 100km from Rongo and
- b) the duration is at least one month.

Note that these Schedules/Clauses are subject to change as Council may decide from time to time.

SECTION 5

5.0 PROMOTION

5.1 Academic Staff

5.1.1 Policy Objectives

- (i) To provide provisions for promotion of Academic Staff whose performance demonstrates particular merit in teaching (and related duties) including student supervision, research, scholarship and creative activity, administration, service and leadership in the University and professional practice including service to the community;
- (ii) To provide a fair and equitable method of assessment so as to encourage a diverse range of applicants to get appointed and promoted.
- (iii) To enable flexibility in assessment in order that the various ways in which staff contribute to achievement of the University's vision can be rewarded on the basis of consistently applied standards.

The qualification for promotion of Academic staff shall be as per Harmonized Criteria and Guidelines for Appointment and Promotion of Staff in Universities in Kenya (2014) by Commission for University Education.

5.1.2 Promotional Interval

- (i) No member of staff shall be promoted while on probation, sabbatical, professional attachments and leave of absence.
- (ii) Staff shall be eligible for promotion after they have served in the lower grade for a period of not less than three years.

5.1.3 Promotional outlet

Academic staff promotions shall not be limited to available established posts.

5.2 Promotion of Non-Teaching Staff Procedure

- (i) A member of staff shall apply to the Deputy Vice-Chancellor (AFP) attaching their Curriculum Vitae and supporting documents through the Head of Department/Section.
- (ii) An internal advertisement shall be made based on the on the positions applied for.
- (iii) The Deputy Vice-Chancellor (AFP) shall appoint a committee to assess the suitability of the candidates.
- (iv) Where a head of department is a candidate or where two or more members of the department are being considered or where the department has fewer members, the committee shall co-opt members from a higher status committee.
- (v) The committee shall make recommendations to the Deputy Vice-Chancellor (AFP) based on the University guidelines for appointment or promotion.
- (vi) No member shall be recommended for promotion to a post more than one grade up the ladder except for advertised position.
- (vii) No employee shall be recommended for promotion until he/she has served in the

lower grade for a minimum period of three years.

5.2.1 The Promotion Criteria

The Promotion Criteria shall be as provided for in the Scheme of Service for Rongo University and the Commission for University Education's Harmonized Criteria and Guidelines for Appointment and Promotion of Academic Staff in Universities in Kenya as may be revised from time to time.

5.2.2 Promotional interval

- i) The promotional interval from one post to the next shall be at least three (3) years except under special circumstances of outstanding performance.
- ii) The number of years of experience at a particular job grade may be waived by Council in cases where an employee has attained a higher qualification sufficient to enable him/her qualify for the higher grade.

5.2.3 Promotion across job categories

Promotion from one job category to another for example, from support category to the administrative category is not automatic. Available vacancies shall be advertised internally or externally and shall be competed for by all eligible candidates.

5.2.4 Re-designation

- i) Re-designation may or may not amount to promotion. It shall usually be a re-assignment of duties and responsibilities deemed administratively prudent. The Deputy Vice-Chancellor (AFP) shall in consultation with the Vice-Chancellor re-designate employees as shall be deemed necessary to promote efficient human resource utilization.
- ii) Where duties and responsibilities remain unchanged, re-designation shall not apply. A change of title without a change in the substance of the job does not call for re-designation.

SECTION 6

6.0 PERFORMANCE MANAGEMENT

6.1 General Provisions

- (a) Performance Management shall be a continuous process involving an agreement between employee and supervisor on performance targets in every section for every employee, formulating strategies to achieve the targets, evaluation and review of performance and agreeing on new targets.
- (b) It shall aim at improving the productivity and development of all University employees.
- (c) Performance reports shall be the basis for determining performance gaps and training needs, promotion and other forms of rewards, review of job designations, and disciplinary action.
- (d) Performance Management shall be very critical to the achievement of the individual targets and University objectives. The performance management cycle shall be as summarized in Table 1 below.

Table 1: The Performance Management Cycle

Months of the Performance Year	Performance Management Activity
July	Reviewing and Setting targets
August –December	Implementation (Phase I)
January	Mid-term review and adjustment of targets
February – April	Implementation (Phase II)
May	Appraisal
June	Feedback

6.2 Appraisal

- (a) Appraisal shall be one of the key tools in performance management.
- (b) It shall be transparent and participatory involving the employee, peers, supervisor and clients.
- (c) Each employee shall be entitled to feedback of the appraisal from the immediate supervisor.
- (d) All appraisal reports from immediate supervisors shall be submitted through the Heads of Department to the Head, Human Resources.
- (e) On the basis of the appraisal reports the employer shall take appropriate action which will include rewards and sanctions.

6.2.1 Appraisal Instruments

Appraisal shall be conducted using specifically designed instruments for each occupation category.

6.2.2 Appraisal Interval

Periodical appraisal reports shall constitute an essential record on every employee of the University and therefore all members of staff shall be appraised at least once a year but the supervisor may appraise an employee as and when necessary.

6.2.3 Participation

- (a) Employees, supervisors, line managers, HR personnel and University Management shall be duty bound to participate in the appraisal process at their respective levels.
- (b) An employee who fails to perform/play their role in the stipulated time shall face disciplinary measures.
- (c) An employee with a grievance about the appraisal process shall present it to the Deputy Vice-Chancellor - AFP in writing.
- (d) Where an employee has a grievance about the appraisal process that involves the Deputy Vice-Chancellor - AFP, they shall present it in writing to the Vice-Chancellor.
- (e) The Deputy Vice-Chancellor - AFP, after consultation with the complainant's Head of Department/Section shall handle the grievance and conclude it or present it to an ad-hoc Grievance Committee constituted by the Vice-Chancellor with a membership of not less than five.

6.3 Recognition and Awards

- (a) As a means of motivating employees, the University shall encourage sections to exercise innovativeness in terms of developing and implementing appropriate schemes of staff recognition and awards.
- (b) The Department of Human Resources shall coordinate the formulation of frameworks for determining excellence deserving recognition and awards across the different occupation categories

SECTION 7

7.0 WORKING HOURS

7.1 Regular working hours

- a) The weekly hours of work shall conform to the Labour Laws and not be more than 40 hours spread over 5 days per week for all categories of staff.
- b) The employer shall normally provide transport to members of staff who may be required to work between 7:00 p.m and 6:00 a.m the following day.

7.2 Overtime

- a) A member of staff who is required to work in excess of the appropriate weekly hours shall normally be given equivalent time-off in lieu wherever possible.
- b) Earned time-off shall not be accumulated to more than 30 days in a calendar year.

7.3 Special work schedules

Employees on special duty shall have special working schedules suitable for the type of duty.

7.4 Attendance Register

All administrative sections in the University shall maintain an attendance register to keep track of the reporting and departure time of staff.

Procedure

- i. Each employee shall sign the attendance register on arrival and departure during the official designated working hours.
- ii. Heads of departments/sections will analyze and prepare reports on monthly basis for human resource department.
- iii. On the basis of the reports from the departments, the DVC - AFP will take appropriate action to ensure compliance with the university rules and regulations.

7.5 Lateness

All employees are expected to observe working hours. The deputy Vice-Chancellor - AFP through Heads of Sections will enforce the office working hours.

7.6 Absence from duty

- a) Absence from duty shall be subject to permission by the supervisor who shall make appropriate arrangements to make up for the employees schedule of duties during the absence. Such absence shall not exceed a full day of work, in which case Section 8 applies
- b) In circumstances where prior permission may not be possible, notification to the supervisor or head of unit must be done within six (6) hours of the absence.
- c) Failure to comply with the above regulations shall attract disciplinary action to the discretion of Council.

7.7 Time Management and Execution of Duties

Each employee shall observe time in the execution of his/her duties. An employee's repeated failure to manage time i.e.: late arrival at work and for meetings, early departures, failure to observe deadlines shall constitute grounds for disciplinary action.

7.9 Public holidays

Any public holiday gazetted by the government shall be a holiday with full pay.

SECTION 8

8.0 LEAVES AND LEAVE MANAGEMENT

8.1 Leave

Introduction

This section addresses the circumstances under which Council can grant leave.

8.1.1 Categories of Leave

The following are the categories of leave in the public service:

- i. Annual Leave;
- ii. Maternity Leave;
- iii. Child Adoption Leave;
- iv. Paternity Leave;
- v. Unpaid Leave;
- vi. Compassionate Leave;
- vii. Sick Leave;
- viii. Terminal Leave;
- ix. Compulsory Leave;
- x. Sabbatical Leave;
- xi. Professional Attachment Leave
- xii. Special leave; and
- xiii. Study Leave

8.1.1.1 Annual Leave

- i. Annual leave is a right to every employee and will be granted for recuperative purposes to enable the employee renew their energies and improve on efficiency. Annual leave is granted by an Authorized Officer, subject to the exigencies of service.
- ii. An employee will be eligible for annual leave at the commencement of a 'leave year' except in the case of a newly appointed employee who will be required to serve for a minimum of three (3) months before being granted annual leave.
- iii. 'Leave year' will commence on 1st January and end on 31st December of every calendar year.
- iv. All employees shall be entitled to at least 30 days annual leave which excludes Saturdays, Sundays and Public Holidays.
- v. Annual leave is not accumulable. However, an employee may, if he/she so wishes, carry forward from one leave year to another not more than one-half of his annual leave entitlement. This arrangement is intended to enable an employee to reserve a portion of his/her annual leave to be taken in case of an emergency.
- vi. Annual leave must be taken within the leave year it falls due. Deferment of annual leave from one leave year to another shall be permitted subject to the provisions of the Employment Act. An employee stationed in a designated hardship area may avail himself/herself of his/her annual leave in two portions. Each portion should be taken once every period of six months, i.e. from 1st January to 30th June and from 1st July to 31st December.
- vii. An employee stationed in a hardship area who takes not less than half of his annual leave entitlement once every period of six months, will be granted, in addition to his leave, travelling time of five (5) days each way and normal travelling privileges in terms of this Manual.

- viii. Annual leave for newly appointed employees will be calculated on a pro-rata basis only for the year of his appointment.
- ix. An employee who has not availed himself for the annual leave due for the year in which his employment ceases will be entitled to annual leave on pro-rata basis. In addition, an officer may be granted the annual leave carried forward from the previous leave year.

Procedure for leave

- i) Applicant submits duly filled in application form to HOD for recommendation at least fourteen days prior to the date of proposed commencement.
- ii) Application is forwarded to Human Resource for processing.
- iii) Human Resource shall forward the application form to the DP (AFP) for final decision.
- iv) Copies of the application form are distributed to the applicant and relevant offices.
- v) In case an application for annual leave is rejected due to exigencies of work, an employee shall apply to carry forward his/her annual leave.

Leave Schedules

- (a) It is the responsibility of the Head of Department to schedule leave for all employees in the department.
- (b) Every department shall have a leave roster at the beginning of each calendar year a copy of which shall be submitted to the Human Resource Department for record purpose.
- (c) In order to enable proper planning and processing, it is important that employees apply for leave, to their Heads of Department, at least fourteen days in advance.
- (d) All employees proceeding on annual leave shall submit a comprehensive handover report to the satisfaction of the immediate supervisor

Commutation of Leave

- i. Except in exceptional circumstances, annual leave may not be commuted for cash nor will unutilized leave days be claimed by dependants to the estate of a deceased officer.
- ii. The Council shall authorize commutation of leave for cash where leave is not taken due to exigencies of service.
- iii. Commutation of leave will be based on an officer's basic salary for the relevant leave year. The above notwithstanding, it is reiterated that officers should be allowed to utilize their leave in each year.

8.1.1.2 Maternity Leave

- i. A female employee who is required to be absent from duty on account of confinement shall be granted maternity leave with full salary for a maximum period of ninety (90) calendar days exclusive of the annual leave due for the year.
- ii. An application for maternity leave should be submitted to an Authorized Officer. The application should be supported by a medical certificate indicating the date on which maternity leave should commence.

8.1.1.3 Child Adoption Leave

- i. An employee who has been granted adoption rights under the Children's Act and wishes to take leave for purposes of bonding and integrating the child into the family, will be entitled to Child Adoption Leave in accordance with the Employment Act, subject to production of an adoption order.
- ii. Where the adoption is by both the employee and spouse, and the spouse is also an employee in the service, child adoption leave will only apply to the female employee.

8.1.1.4 Paternity Leave

- i. A male officer will be eligible for paternity leave for a maximum period of ten (10) working days during the period of the spouse's maternity leave or child adoption leave.
- ii. In this regard, it is clarified that in the case of a male officer with more than one wife, he will be entitled to paternity leave only in respect of the wife declared by the officer in the Bio-data Form. Such leave shall be taken not more than once per year.
- iii. To enjoy paternity or adoption leave, a male officer will be required to present a notification of birth of the child.

8.1.1.5 Unpaid Leave

- (a) Unpaid Leave may be granted to a member of staff on the following grounds:
 - i) Urgent private affairs of exceptional nature not exceeding sixty (60) calendar days;
 - ii) Officers who, on the basis of the other commitments, request unpaid leave for specified period, but not exceeding one (1) year;
 - iii) Officers who are appointed to other organizations where they cannot transfer their services or be on secondment for a period not exceeding three (3) years;
 - iv) Officers who are appointed on contract to other government institutions for the duration specified in their appointment letters and governed by conditions specified in the appointments;
- (b) Unpaid leave will not be annual salary increment earning.
- (c) The period of unpaid leave will not be pension-earning under the Pension Act Cap. 189.64.

8.1.1.6 Compassionate Leave

An Employee may be granted compassionate leave for up to ten (10) working days in a leave year.

An officer will be eligible for compassionate leave in the event of death of a parent, spouse, child or sibling.

8.1.1.7 Sick Leave

- (a) An employee who is prevented from being on duty on account of illness is required to inform the employer immediately and provide a medical certificate signed by recognized medical practitioner and/or the Rongo University Head of Health Services within three (3) working days of absence.

- (b) An employee may be granted sick leave at the following rates subject to the following maximum:

Period of Service	On Full Pay	On Half Pay
More than one year	6 months	6 months
Less than one year	3 months	3 months

- (c) On the expiry of the period of full pay, the Employer will initiate the appointment of a Medical Board to examine the employee and make recommendations. The employee shall remain on half salary until the matter is concluded by the Medical Board.
- (d) In case of frequent illness resulting in prolonged absence on account of sick leave, the employer may similarly consider initiating the constitution of a Medical Board.

8.1.1.8 Terminal Leave

An officer who is due for retirement will be entitled in addition to his annual leave, thirty (30) calendar days leave pending retirement. This leave must be taken a month preceding retirement or be forfeited. It will neither be commuted for cash nor will the officer qualify for additional leave allowance.

8.1.1.9 Compulsory Leave

Compulsory leave shall be where an employee is sent on leave under any of the following circumstances:-

- (a) Failure to take annual leave when due
- (b) To allow for free investigation or inquiry
- (c) Disciplinary grounds
- (d) Sickness warranting seclusion

8.1.1.10 Sabbatical Leave

i. Conditions

- (a) Sabbatical leave will be granted to members of academic staff on permanent and pensionable terms only after completion of six year's continuous service with the University from the date of appointment or since return from sabbatical leave or study leave, subject to the approval of the Vice-Chancellor.
- (b) Sabbatical leave shall be earned at the rate of two months per year worked for every six years of continuous service since appointment or return from sabbatical or study leave, and shall not exceed a period of twelve months.
- (c) An employee on sabbatical leave shall be entitled to a basic salary and house allowance only.

- (d) Application for sabbatical leave shall set out in detail the course of study or research project proposed, the duration of leave requested and the financial assistance sought. Application shall be sent to the Vice-Chancellor through the Head of Department and the Dean concerned, with copies to the Deputy Vice-Chancellor (Administration, Finance and Planning) and the Deputy Vice-Chancellor (Academic and Student Affairs).
- (e) During sabbatical leave, a member of staff is required to undertake a specific academic programme in teaching or research granted to enhance and acquire new knowledge in his discipline; whose insights will radiate to other scholars. On expiry of the leave, a detailed report shall be submitted to the Vice-Chancellor specifying the gains in terms of research, publication e.t.c.

ii. Eligibility

- (a) For one to be eligible for sabbatical leave, an employee must:
 - i) Be an academic staff on permanent terms of employment at Rongo University;
 - ii) Have served at a level not less than a Senior Lecturer/ Senior Research Fellow/ Senior Librarian of the University for a continuous service period of at least six years; and,
 - iii) Have served the University for at least six continuous years since a previous Sabbatical or completely served out the bonded period after Study Leave.
- (b) For Departments/ Sections which have more than one eligible sabbatical leave candidates at a given period:
 - i) The order of priority for taking the sabbatical leave shall be determined by the relevant Department/Section;
 - ii) An employee who has served the University longer since the completion of PhD or since the previous sabbatical leave shall merit a higher priority consideration;
 - iii) An employee who has just completed two terms as University administrator (e.g. Vice-Chancellor, Deputy Vice-Chancellor, Dean, Director or Head of Academic Department), during which period he/she had relatively little time available for research, shall also be placed on a high priority; and
 - iv) Under no circumstances shall teaching or any other service in a given Department be allowed to suffer as a result of an employee's taking sabbatical leave.
- (c) Where an employee takes a year off for further training (e.g. post-doctoral research), for a fellowship, or a special assignment, the duration taken shall be considered as a substitute for a sabbatical leave.

iii. Procedure of applying for sabbatical leave

- (a) An employee applying for sabbatical leave shall submit his/her application to the Deputy Vice-Chancellor - ASA, through one's Department and School, for the approval of the Vice-Chancellor; a comprehensive and acceptable research programme or academic activity to be undertaken during such period shall be attached.

- (b) As far as possible, sabbatical leave shall be taken at a place most suitable for the employee's study/ research discipline.
- (c) An employee shall identify, confirm and provide evidence of (a) source(s) of funding when applying for the sabbatical leave.
- (d) An employee shall submit a report to the Vice-Chancellor through the Head of Department and Deputy Vice-Chancellor (ASA), on completion of the sabbatical leave.

iv. Duration

- (a) The duration of the sabbatical leave shall be one calendar year. Extensions of up to 3 months may be granted under very special circumstances.

v. Sabbatical activities

- (a) While on sabbatical leave the employee shall focus his/her efforts on undertaking the following:
 - i) Research;
 - ii) Processing of research data and publishing the results in the form of scholarly papers and/ or books.
 - iii) Consultancy work, where there is evidence of research involvement and benefit to both the University and the employee.

vi. Financial Arrangements

- (a) An employee who plans to take sabbatical leave may apply for funds from any sponsor.
- (b) An employee on an approved sabbatical leave who is paid only an allowance for meeting their living and research expenses by a sponsor shall receive 100% of his/ her basic salary and house allowance only during the leave period.

8.1.1.11 Professional Attachment Leave

- i. The Employer considers that in the interests of both the Employer and members of staff, it is desirable that members of (non-teaching) staff should be released from their normal duties at intervals during their career to undertake professional attachment.
- ii. Professional attachment leave shall be granted to members of staff on permanent and pensionable terms only after completion of six year's continuous service with the Employer from the date of appointment or since return from such Professional Attachment or Study Leave.
- iii. Staff members wishing to go for such leave shall apply to the Vice-Chancellor through the Deputy Vice-Chancellor for the time being in charge of Administration.
- iv. Professional leave shall be granted at the rate of six months.

8.1.1.12 Special Leave

- (a) The Vice-Chancellor may grant special leave for any purpose not covered by the categories of leave set out under this clause. In granting such leave, the Vice-Chancellor

shall take into account the frequency of such absences by the member of staff concerned and the effect of such absence on his work at the University.

8.1.1.13 Study Leave

- i. Study leave shall only be granted to members of staff by Council on the basis of the needs of the University and in the interest of staff development.
- ii. Except for appointment on staff development (e.g. Graduate Assistants, Tutorial Fellows), eligibility for study leave will be after confirmation of appointment and offering three years uninterrupted service to the University or on approval by Council.
- iii. Study leave shall be of appropriate duration for the respective training programmes and on such conditions that Council may determine from time to time.
- iv. Study leave shall initially be approved for a period lasting up to one year renewable on submission of satisfactory progress reports.
- v. Staff proceeding on study leave shall be bonded for a period equivalent to the period of study.
- vi. An employee shall not proceed on leave before approval, bonding and formal release.
- vii. Study leave shall be utilized for the approved purpose failure to which disciplinary action will be taken.
- viii. An employee under study leave who fails to complete his/her training on academic grounds shall be required to pay back the University all the study leave related expenses incurred by the University. However, if the employee provides a satisfactory explanation, he/she may be pardoned but be considered ineligible for study leave in the next five years.
- ix. At the expiry of study leave, an employee shall report to the Deputy Vice-Chancellor (AFP) immediately with documentary evidence of having undertaken his/her studies.
- x. An employee who breaches the conditions of the bond shall refund the University sums of money equivalent to their remuneration in the entire period of study leave in addition to any other related cost incurred by the University.

8.1.2 Application for Leave

Application for any of the above leaves shall be submitted in the prescribed forms.

SECTION 9

9.0 STAFF TRAINING AND DEVELOPMENT

The University is committed to promoting a culture of learning that nurtures continuous learning in the workplace, ensuring that staff are trained and developed in compliance with the University Staff Training and Development Policy and relevant government regulatory requirements which include:

9.1 Training Levy

- i. Staff undertaking courses lasting more than four (4) weeks and above in local training institutions will be required to contribute to the cost of their training at the rate of ten percent (10%) of their basic salary per month for the duration of the course.
- ii. Staff attending courses lasting more than four (4) weeks in institutions outside the country will contribute at the rate of twenty percent (20%) of their basic salary per month for the duration of the course. This is regardless of whether the courses are sponsored by the University or other sponsors.
- iii. Staff undertaking part-time or full time self- sponsored courses are however, exempted from paying the training levy.

9.2 Training Bond

- i. Rongo University shall bond serving officers proceeding on approved courses of training locally or abroad lasting six (6) months and above to enable the University to benefit adequately from its investment in training.
- ii. Where the University considers the value/cost of a course lasting less than six (6) months to be high and constraining to the University budget, the officer will be bonded for a minimum period of one year but not exceeding five (5) years.
- iii. The bond period will be equivalent to the training duration.
- xi. The bond amount will be the sums of money equivalent to the employees' remuneration in the entire period of study leave in addition to any other cost incurred by the University.
- iv. In case of default, the bondee and/or surety will be required to redeem the bond amount on prorata basis.
- v. Details on the administration and implementation of the training bond are contained in the Rongo University Staff Training and Development Policy and government policy.

SECTION 10

10.0 OFFICIAL TRAVEL

10.1 General provisions

Subject to the provisions specified in the financial regulations, travel by an employee of the University shall be as follows:

- a) On initial appointment
- b) On official duty
- c) On retirement as stipulated in the rules and regulations
- d) On special assignments
- e) Any other forms of authorized travel

10.2 Authorization of Travel

- a) The Vice-Chancellor shall obtain permission to travel from the Office of the President through the Ministry of Education, Science and Technology and notify the Chairperson of the University Council when traveling outside the country on official duty.
- b) The Vice-Chancellor shall authorize official and specific travel of the Deputy Vice-Chancellors/Deans/Directors and members of Management.
- c) The Deputy Vice-Chancellor (AFP) shall authorize official and specific local travel of other employees through their relevant supervisors.
- d) An employee must personally ensure that necessary authorization is obtained before travel. In the event that the University has to bear the travel expenses of an employee's dependant, the employee shall ensure that such travel has been authorized.
- e) The route for all authorized travel shall be the most economical and safe.
- f) All employees travelling by air shall use economy class except for those whose contracts or terms of service stipulate otherwise.
- g) An employee who resigns from service of the University shall not be entitled to payment of the return travel expenses for self or dependants
- h) The University shall not pay return travel expenses for a non-resident employee, if without good reason, the employee has not travelled within three months from the date of termination of or retirement from service.
- i) An employee granted permission to travel shall submit a report about the trip and any necessary financial accountability upon return

10.3 Travel Insurance

- i) The University shall make arrangements for a medical cover for an employee traveling outside the country on official duty.
- ii) Members of staff who are on study leave outside the country shall be expected to make personal arrangements for medical cover.
- iii) An employee traveling outside the country on private matters shall be expected to make personal arrangements for a medical cover.

- iv)** Visiting foreign employees shall be expected to make personal arrangements for medical cover before they are accepted in.
- v)** The University shall not be responsible for medical expenses of employees who travel out of the University on private matters without medical cover.
- vi)** The University shall not authorize official travel by any employee without a travel insurance

SECTION 11

11.0 CODE OF CONDUCT

11.1 Code of Conduct

The University requires that the employees act with the highest degree of integrity and concern for the interest of the institution and its stakeholders at all times. Employees have a special responsibility to avoid situations and activities that might reflect adversely on the institution, compromise its operations or lead to real or apparent conflict of interest.

This policy therefore provides employees with guidelines for appropriate professional conduct and reaffirms the institution's values and principles.

An employee shall adhere to the following code of conduct breach of which shall constitute sufficient grounds for disciplinary action against such employee.

- a) Punctuality
- b) Attendance of duty
- c) Grooming
- d) Dressing code (appropriate dressing)
- e) Drug and Substance abuse
- f) Accountability and transparency
- g) Not soliciting for favors
- h) An employee shall act at all times in a reasonable and responsible manner.
- i) An employee shall always comply with the laws of Kenya as well as the University prescribed policies, rules, standing instructions and procedures.
- j) An employee shall at all times be rated and recognized primarily on the basis of integrity, punctuality, diligence, competency, efficiency, effectiveness and personal conduct.
- k) An employee shall at all times exercise courtesy towards other persons, civility, self-control and confidentiality.
- l) Being drunk at work, drug abuse, quarrelling and assault at work, constitute a breach of code of conduct which shall call for disciplinary action against the employee.
- m) Each employee shall be individually held responsible and accountable for observing and maintaining the University safety and security regulations as may be prescribed from time to time.
- n) An employee shall not be engaged in any activity involving conflict of interest between the employee and the University.
- o) The University shall have zero tolerance towards corruption, fraud, discrimination, and abuse of office.
- p) An employee shall not commit the University unless with express authority of the Vice-Chancellor.
- q) Neat and decent personal appearance shall be expected of each employee at all times.
- r) Heads of Sections/Departments and supervisors shall exercise restraint and fairness in the treatment of employees under them at all times in all matters.

- s) The University shall exercise zero tolerance to insubordination.

The conduct of an employee of Rongo University shall also be guided by the provisions of The Constitution of Kenya (2010), The Public Officer Ethics Act 2003 [2009], Employment Act Revised Edition 2012 [2007], Rongo University Code of Conduct and Ethics for Employees, and any other relevant laws of Kenya.

11.2 Representation of Rongo University

- a) Official representation of the University shall vest in the Vice-Chancellor and Chairperson of Council.
- b) No employee shall officially represent the University without permission from the Vice-Chancellor and breach of this rule shall attract disciplinary action against such employee.
- c) An employee appointed to represent the University shall be required to submit a report to the Vice-Chancellor on the subject matter of representation upon return.

11.3 Professional Code of Conduct

- a) An employee who subscribes to a particular professional body shall observe that body's Code of Conduct alongside that of the University.
- b) Where an employee is faulted by his/her professional body for having violated their Code of Conduct, the University shall likewise treat the case of that employee as a disciplinary matter.

11.4 Conflict of Interest

- a) The University shall not employ both wife and husband or family member in the same department except in professional areas like research, academic departments or in a specialized unit.
- b) An employee shall not participate in the interview, recruitment, supervision and promotion processes relating to a family member. Breach of this regulation constitutes sufficient grounds for disciplinary action against such employee.

11.5 Misconduct

Offences such as the following when committed shall constitute misconduct which attracts disciplinary action.

- i. Drunkenness on duty;
- ii. Consumption of illegal drugs;
- iii. Willful insubordination or disobedience and refusal to take lawful orders;
- iv. Refusal, negligence or omitting to perform one's official duties and/or discharge official responsibilities duly assigned;
- v. Incompetence or inefficiency in the performance of prescribed duties;
- vi. Persistent lateness and/ or absence from duty without permission;
- vii. Use of abusive or insulting language or behaviour or assault;
- viii. Acts or omissions that are prejudicial to the proper performance of duties or the University's image or status, whether within or outside the University
- ix. Misuse, loss of or damage to University property;
- x. Slander;

- xi. Tendencies of discrimination;
- xii. Forgery, falsifying or presenting false documents and/or records for the purposes of disseminating wrong information, obtaining money or reward or favour;
- xiii. Without leave or other lawful cause, an employee absents him/herself from the place appointed for the performance of his work;
- xiv. Breaching or contravening the University's prescribed operating rules, regulations and procedures likely to cause financial loss or damage of University property;
- xv. Persistent failure or negligence of a Head to enforce discipline or follow prescribed University rules, procedures and standing instruction;
- xvi. Theft, fraud, or embezzlement of University's funds and property;
- xvii. Unauthorized access or removal, alteration, mutilation or destruction of University documents, records, or information;
- xviii. Taking part in an illegal strike;
- xix. Acts likely to endanger the safety or life of or which may result in injury to another person, including gross negligence or misconduct, violence or fighting;
- xx. Soliciting or accepting bribes;
- xxi. Plagiarism;
- xxii. Non-adherence to any other University policies;
- xxiii. Mismanaging finances thus occasioning financial embarrassment to self and employer.
- xxiv. Neglecting financial and other obligations to family and other person's or other organizations.
- xxv. Engaging in activities that undermine employee's role or bring the University into disrepute.
- xxvi. Engaging in activities or behaviour that cause conflict between the employees public duty and their private interest in which the employee's private capacity interest would improperly influence the performance of the official duties and responsibilities; and
- xxvii. Abuse of Social Media

11.6 Gross Misconduct

Any of the above offences may be construed as gross misconduct by the Council depending on the circumstances and gravity of the offence.

11.7 Anti-Corruption

Policy Statement

The responsibility of addressing corruption rests with Rongo University Management Board, Staff and Stakeholders.

Rongo University Management is committed to detection and prevention of corruption at the work place and dealing with it decisively. The University shall not condone any form of corruption in the University.

Corruption offences shall be handled in accordance with the guidelines provided under the Anti-Corruption and Economic Crimes Act, 2003, Public Officer Ethics Act, 2003, Public

Procurement and Disposal Act, 2005 and the Government Financial Management Act, 2004, the Performance Contract and Rongo University Anti – Corruption Policy.

11.8 Sexual and Other Forms of Harassment

The University provides a work environment that is free from sexual harassment and other forms of harassments. In keeping with this, no employee should be subjected to sexual, verbal and physical harassment in the work place. Staff behaviour that in any way seriously interferes with or disrupts the work of others or in any way harasses another staff will not be tolerated.

In dealing with matters of sexual and other forms of harassment, this clause will be read together with similar provisions in the Employment Act revised edition 2012 (2007), Public Universities Code of Conduct 2003, Public Officer Ethics Act 2003 and any other relevant laws of Kenya.

11.8.1 Gender and Sexual Harassment

The provision in this section shall be read together with the Rongo University Gender Mainstreaming Policy.

In line with the Constitution of the Republic of Kenya that guarantees all Kenyans' equality, dignity and non-discrimination, Rongo University reaffirms its policy of zero-tolerance to sexual harassment and is committed to creating an environment that respects and protects the rights of all members of the University and other stakeholders.

11.8.2 Discrimination

- (a) Rongo University shall not condone any form of discrimination against any employee or applicant for employment on any grounds such as race, colour, creed, gender, religion, status, disability or ethnic origin.
- (b) Any form of discrimination shall constitute misconduct and sufficient grounds for disciplinary action against the offender.

SECTION 12

12.0 HEALTH, SAFETY AND ENVIRONMENT

12.1 Employee Safety

The University will endeavour to provide a safe and secure working environment to all employees in accordance with the Occupational Safety and Health Act, 2007 and Work Injury and Benefits Act revised edition 2012 (2007).

12.2 Obligations of the University

The University shall provide:

- a) A safe working environment
- b) Systems of work, plant and machinery that are safe and secure
- c) Ways to reduce hazards and risks to health
- d) Training on employee safety
- e) Competent supervision and generally ensure that safe working practices are in place and enforced
- f) Protective clothing to employees working areas that require such clothing

12.3 Obligations of the Employee

The employee, while at work, shall:

- a) Take maximum precaution regarding their health and safety at work
- b) Cooperate with Management in complying with health and safety legal requirements
- c) Carry out lawful orders and obey all health and safety rules
- d) Report unsafe situations to the Supervisor or Head of Department
- e) Report all incidents that result in, or may have resulted in injury.
- f) Put on protective clothing while working in areas that require them to do so at all times

12.4 HIV/AIDS

The University HIV and AIDS policy shall apply.

12.5 Risks and Hazards Insurance

The University shall provide insurance cover to employees against risks and hazards in the process of employment.

12.6 Compensation

The University shall abide by the provisions of the Work Injury Benefits Act, 2007.

12.7 Medical Care

The Employer shall provide medical cover to a member of staff, his/her spouse and up to five (5) biological and legally adopted children under 21 years of age or 25 years if enrolled into full-time formal education or children with disability registered with the National Council for Persons with Disability.

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12.8 Housing

- (a) The University shall give a housing allowance for its employees. Where an employee is allocated a housing unit by the University, such employee may be required to pay rent as may be determined by Council from time to time.
- (b) The allocation of housing units to employees shall be done by a Committee chaired by the Deputy Vice-Chancellor - AFP.
- (c) An employee who resigns from employment shall be required to vacate RU house within three (3) months.
- (d) The University shall endeavour to maintain its houses in a reasonable state of repair and decoration.
- (e) Tenants shall be held financially responsible for dilapidation beyond wear and tear.
- (f) No alterations to structure or fixtures shall be made without the approval of the Deputy Vice-Chancellor - AFP.

12.9 Salary Loans

- (a) The University may recommend employees to access salary loans from financial institutions on terms and conditions as agreed upon between the University and the Financial Institutions.
- (b) The University shall only recommend and not act as a guarantor for salary loans.

12.10 Recreational Facilities

The University shall provide recreational facilities for its employees.

12.11 Counseling services

Counseling services would be available to employees, their spouses and registered children under 21- years at the University Counseling Centre. Registered children above 21 years and not more than 25 years will be required to produce proof studentship to access this service.

12.12 Freedom of Worship

As a policy, the University shall recognize and respect freedom of worship of its members of University.

12.13 Employee SACCOs

The University shall support its employees to form and join Savings and Credit scheme where they can save and borrow money.

12.14 Management of University Property

An employee shall keep and maintain University property that comes into his/her possession in the course of his/her employment, in a clean and functional condition; and such property shall be exclusively used for the benefit of the University

Proven misuse, loss of or damage to University property shall constitute grounds for disciplinary action.

SECTION 13

13.0 GRIEVANCE MANAGEMENT

The purpose of grievance management is to ensure that members of staff are afforded every opportunity to resolve any problems or misunderstanding as early as possible in a mature and fair manner.

13.1 Grievance Handling Procedure

An employee with a grievance shall submit it to the Head of Section or Department in writing for resolution.

Where the head of department or section fails to resolve the grievance, such grievance shall be referred to the Deputy Vice-Chancellor (AFP) who shall after consultations with the relevant head of department or section and the workers union where applicable, handle the grievance and conclude it or forward it to an ad hoc grievance committee constituted and chaired by the Deputy Vice-Chancellor (AFP) with a membership of not less than five (5).

An employee who has a grievance with the Deputy Vice-Chancellors shall submit such grievance in writing to the Vice-Chancellor and the Ombudsman.

13.1 Whistle Blowing

Any person who has a reason to believe that an employee has not acted in accordance with the code should bring the matter to the relevant authority or the appropriate government agency.

Rongo University will not retaliate nor tolerate retaliation against any person who brings an issue to its attention in good faith.

SECTION 14

14.0 DISCIPLINARY MANAGEMENT

14.1 Disciplinary Measures

There shall be four principal forms of disciplinary measures namely: warning, suspension, termination and dismissal depending on the gravity of the offence. The Council shall exercise its discretion to impose disciplinary measures upon an employee for misconduct in accordance with the Fair Administrative Action Act No. 4 of 2015.

14.2 Warnings

(a) An employee whose work or conduct is deemed unsatisfactory and /or who commits an offence which does not warrant termination shall be warned in writing.

(b) All warning shall be filed in the employee's personal file.

(c) All warnings issued shall be subject to a written appeal by the employee to the issuing officer within twenty one (21) days of the date of receipt of the warning .Consideration and determination of such appeal will be given by the employer within twenty one (21) days.

(d) If an employee who has already received three warnings commits a fourth offence he/she shall be terminated from service in accordance with the provisions of Employment Act Revised Edition 2012 [2007] and the Fair Administrative Action Act No. 4 of 2015

(e) The employer shall use a delivery book when issuing warnings.

(f) All warnings shall be issued by the Deputy Vice-Chancellor (Administration, Finance and Planning), upon a receipt of a complaint from the Head of Department or Dean, provided that the employee shall first be given adequate chance to show-cause why disciplinary action should not be taken against him/her. However, this clause shall not prohibit the Deputy Vice-Chancellor (Administration, Finance and Planning) from initiating disciplinary action against an employee who commits an offence that is otherwise not reported by their supervisor.

(g) An employee whose show-cause response is deemed unsatisfactory may be subjected to disciplinary process.

h) If an employee completes one calendar year from the date of the first warning without receiving a second warning, then the first warning shall be considered null and void.

14.3 Suspension

(a) The employer reserves the right to suspend an employee from his/her employment pending investigations into an alleged offence(s).

(b) An employee who is on suspension shall be paid half of his/her salary during the period of suspension until the decision of the disciplinary committee is made. The disciplinary committee reserves the right to decide whether or not to reimburse half salary forfeited during the period of suspension depending on the nature of the offence and facts established. If the employee is not found guilty then he/she shall be entitled to full reimbursement of salary forfeited.

(c) The employer shall inform the employee concerned within twenty one (21) days from the date of the letter as to the position of suspension.

14.4 Disciplinary Proceedings

- (a) The employer shall convene a disciplinary committee meeting within twenty one (21) days of suspension of an employee.
- (b) The employer shall within seven (7) days prior to the disciplinary meeting give notice to relevant Union at its registered address and the employee ,together with the charge made against the employee and shall provide any documents that shall be introduced in evidence against the employee.
- (c) Two Union representatives shall be invited to the proceedings and the employee shall be allowed to be accompanied by a friend.
- (d) The decision of the disciplinary committee meeting shall be communicated to the aggrieved employee within twenty one (21) days of the date of hearing.

14.5 Right of Appeal

- (a) An aggrieved employee who is dissatisfied with the decision of the Disciplinary Committee shall have the right to appeal in writing to the Chairman of Council within twenty one (21) days after being notified of the decision.
- (b) The Chairman of Council shall cause the Appeals Board of Council to be convened within twenty one (21) days of receipt of the appeal.
- (c) Two Union representatives shall be invited to the proceedings and the employee shall be allowed to be accompanied by a friend.

The decision of the Appeals Board of Council shall be final.

14.6 Employees Facing Criminal Charges

- (a) Where criminal proceedings are instituted against an employee in any court of law, no proceedings for his or her dismissal upon any grounds involved in the criminal charge shall be taken or proceeded with until the conclusion of the criminal proceedings and the determination of any appeal there from.
- (b) Nothing in this regulation shall be construed as prohibiting or restricting the Appointing Authority or its delegate, the power to suspend such an employee.
- (c) Upon suspension, an employee shall be on half salary until acquitted. Suspension of an employee on half salary shall not extend later than the acquittal unless another charge is still pending.
- (d) Any employee convicted of a criminal offence shall be deemed to have been summarily dismissed. However, where an employee is acquitted the University shall refund the employee concerned any salary lost during the suspension.
- (e) In the lawful exercise of any power of arrest given by or under any written law, an employee is arrested for a cognizable offence punishable by imprisonment and is not within fourteen days either released on bail or on bond or otherwise lawfully set at liberty, such an event shall constitute justifiable or lawful ground for dismissal.

SECTION 15

15.0 GUIDELINES ON DEDUCTION OF WAGES

The employer may deduct from the wages of his employee:

- (i) any amount due from the employee as a contribution to any provident fund or superannuation scheme or any other scheme approved by the Commissioner for Labour to which the employee has agreed to contribute;
- (ii) a reasonable amount for any damage done to, or loss of, any property lawfully in the possession or custody of the employer occasioned by the willful default of the employee;
- (iii) an amount not exceeding one day's wages in respect of each working day for the whole of which the employee, without leave or other lawful cause, absents himself from the premises of the employer or other place proper and appointed for the performance of his work;
- (iv) an amount equal to the amount of any shortage of money arising through the negligence or dishonesty of the employee whose contract of service provides specifically or his being entrusted with the receipt, custody and payment of money;
- (v) any amount paid to the employee in error as wages in excess of the amount of wages due to him;
- (vi) any amount the deduction of which is authorized by any written law for the time being in force, collective agreement, wage determination, court order or arbitration award;
- (vii) any amount in which the employer has no direct or indirect beneficial interest, and which the employee has requested the employer in writing to deduct from his wages;
- (viii) an amount due and payable by the employee under and in accordance with the terms of an agreement in writing, by way of repayment or part repayment of a loan of money made to him by the employer, not exceeding fifty per cent of the wages payable to that employee after the deduction of all such other amounts as may be due from him under this section.

SECTION 16

16.0 SEPARATION

16.1 Separation

This section details the policy covering separation of staff from the employment with the University and this may happen for number of reasons. However, the University will endeavour to ensure that fairness, transparency, respect and dignity of staff is held.

The various separations include;

- i) Resignation
- ii) Expiry of contract
- iii) Retirement
- iv) Redundancy
- v) Death
- vi) Dismissal

16.1.1 Termination and Dismissal

i. Termination by Employee

An employee may resign from his appointment by giving notice in writing addressed to the Deputy Vice-Chancellor (Administration, Finance and Planning) or by paying in lieu of such notice basic salary for the equivalent period. The period of notice shall be as follows:

- Full Professor: Six (6) months.
- Other staff who have completed probationary period: Three (3) months.
- Staff on probation and others on contract of less than one year: one (1) month.

The Vice-Chancellor may under special circumstances waive the whole or part of the period of notice and timing.

ii. Termination by the Employer

(a) The employer may terminate appointment by giving notice as per clause 16.1.1 (i) above or by paying to the members of staff basic salary in lieu of notice for the equivalent period of such notice.

(b) The Council shall reserve the right to summarily dismiss an employee without notice or without pay in lieu thereof under the following circumstances:

- i) In accordance with the provisions of section 44(4) of the Employment Act Revised Edition 2012 [2007], and
- ii) For reasons of any other conduct which the Council shall consider scandalous or disgraceful thus rendering the member of staff unfit to continue holding office in the University.

Provided that the disciplinary procedure under Rongo University Statutes and these terms will be observed in all cases of termination.

(c) If an employee absents himself/herself from duty for seven (7) consecutive days without permission, he/she shall be deemed to have automatically forfeited his/her appointment. However, if such an employee turns up and gives a satisfactory explanation within 30 days as to the cause of his/her absence, he/she shall be reinstated in his/her position.

(d) Notwithstanding the above, either party reserves the right to terminate appointment without notice for lawful cause in accordance with the provisions of the Employment Act Revised Edition 2012 [2007].

iii. Termination of probationary contracts

A party to a contract during probationary period may terminate the contract by giving not less than seven days' notice of termination of the contract, or by payment, by the employer to the employee, of seven days' wages in lieu of notice.

iv. Procedures to Terminate

- a) The procedures for termination shall be as laid out in the specific employment letter/contract and in conformity with the Employment Act, Revised Edition 2012 [2007] and any other relevant law.
- b) The procedure for dismissal shall be as laid down in section 16.1.1 of this Manual.

16.1.2 Redundancy

Termination by reason of redundancy shall be based on the following;

- i) When the University has ceased/intends to cease to carry on the activity for the purposes of which the employee was appointed or employed by the University or has ceased or intends to cease to carry on that activity in the place in which the employee concerned worked.
- ii) Where the requirements of that activity for the employee to carry out work of a particular kind have ceased/diminished or are expected to cease/diminish.

The procedures for termination on account of redundancy shall be as agreed in the relevant CBAs or as stipulated in the Employment Act, Revised Edition 2012 [2007].

16.1.3 Termination of service due to natural causes

16.1.3.1 Death in Service

Where an employee dies;

- i. at the place of work, the employer shall notify the employee's next of kin or legal representatives and shall obtain a copy of the death certificate.
 - ii. other than at the place of work, the employee's next of kin or legal representative shall notify the University and present a copy of the death certificate and/or any other evidence of death to the Office of the Deputy Vice-Chancellor (AFP) for record and subsequent action.
- (a) When an employee dies in service, the University Management Board will decide on the death benefits in accordance with the CBA or the prevailing public service regulations.

On matters relating to the estate of the deceased, the University shall only deal with the legal representative of the deceased as approved by the Court of law.

16.1.3.2 Incapacitation

i. Incapacity due to illness

If an employee is prevented by illness from carrying out their duties, the University Council may appoint a Medical Board to examine him/her. After considering the Medical Board's report, the Council shall decide whether or not to terminate appointment on medical grounds.

ii. Incapacity due to other factors

If an employee is prevented by any other factor from carrying out his/her duties, the Council may decide to terminate the services of such employee, if it deems it fit.

16.1.3.3 Retirement

Employees on permanent terms who attain the retirement age as per **Schedule XIV** shall automatically retire. Services of the employees above the retirement age may be re-engaged on contractual terms at the discretion of Council subject to satisfactory medical report.

All retired staff are entitled to retirement benefits as provided for in RBA and Section 17 of this Manual.

16.1.4 Expiry of Contract

- i) On expiry of contract of the employee, the University must terminate the employment contract and may re-engage the employee based on the initial provisions in the expired contract.
- ii) In case an employee on contract does not inform the employer in writing of intentions to renew the contract, their contract shall be deemed to have lapsed upon its expiry
- iii) For contracts of four (4) years and above, application for renewal shall be forwarded to the employer at least six (6) months before the expiry of the contract. For contracts less than three (3) years, submission of application for renewal shall be at least three (3) months before expiry of the contract.

16.1.5 Exit Interview

Whenever possible, the University shall conduct exit interviews, to get feedback for purposes of policy review and any other changes considered necessary to promote better employee management practices.

SECTION 17

17.0 CONSULTANCY

19.1 Consultancy

- (i) The University may be contracted to do consultancies and assign an employee to perform these duties. The University shall retain at least 30% of the remuneration of the contract.
- (ii) Subject to the University Intellectual Property Rights Policy, an employee, through the immediate supervisor may be permitted by the Deputy Vice-Chancellor (AFP), to do private consultancy work on condition that this does not prevent such employee from performing the University duties diligently.

SECTION 18

18.0 EMPLOYEE RELATIONS

18.1 Introduction

Rongo University shall engage Trade Unions (KUSU, UASU and KUDHEIHA) representing various categories of employees in negotiating Collective Bargaining Agreements. The University Council and the Unions shall negotiate Collective Bargaining Agreements setting out the terms and conditions of service for the employees. The negotiations will be guided by the provisions of the Constitution, relevant legislations and circulars from the Government and the respective Recognition Agreements.

18.2 Union Membership

All employees may join any registered and recognized Union of their choice. However, eligibility for an employee to join will depend on the Recognition Agreement between Rongo University and the respective Union. Union meetings shall be convened to take place during the employees' free time. However, the Unions shall request permission for members to attend the meetings so as not to negatively affect the operations of the institution.

18.3 Recovery of Union Dues and Agency Fees

The University shall deduct trade Union dues/Agency fees from the salaries of union members and pay the monies so deducted into a specified account of the Trade Union in accordance with Labour Relations Act;

Deductions from an employee who has resigned his Union membership and notified the employer in writing shall be stopped; and a copy of an employee's notification shall be forwarded to the Union for information.

18.4 Trade Dispute Resolution

The University will endeavor at all times to have good working relations with the Unions in order to maintain industrial harmony. However, should a trade dispute arise concerning any aspect of the employer/employee relationship, the resolution of that dispute will be as provided for in the Labour Relations Act.

18.5 Employee Participation in Strikes

An employee may participate in a strike provided that the provisions of the Labour Relations Act on Industrial Action have been met. :-

18.6 Institutional Framework for negotiation

An Institutional Framework for negotiation with Trade Unions has been developed whose objectives are to:

- i. ensure that the collective bargaining process is compliant with the Recognition Agreement, the Constitution and the relevant legislations;
- ii. identify the parties recognized by Recognition Agreement to engage in collective bargaining;

- iii. provide consistency and uniformity in the collective bargaining process;
- iv. provide a platform for consultations with all stakeholders;
- v. provide a standard period for collective bargaining.; and
- vi. promote labour relations and industrial peace.

SECTION 19

19.0 TERMINAL BENEFITS

The University shall operate terminal benefits schemes as shall be determined by Council from time to time. The following two types of schemes have been in operation.

19.1 Contributory schemes

These are schemes to which the University and the employee make contributions.

a) National Social Security Fund (NSSF)

All University employees shall contribute to the National Social Security Fund (NSSF) as per the NSSF Act 2013.

b) Pension Schemes

All employees in grade 5-18 shall belong to the contributory pension scheme. An employee shall remit 7.5% of his/her basic salary while the employer shall remit 15% of the basic salary to the scheme

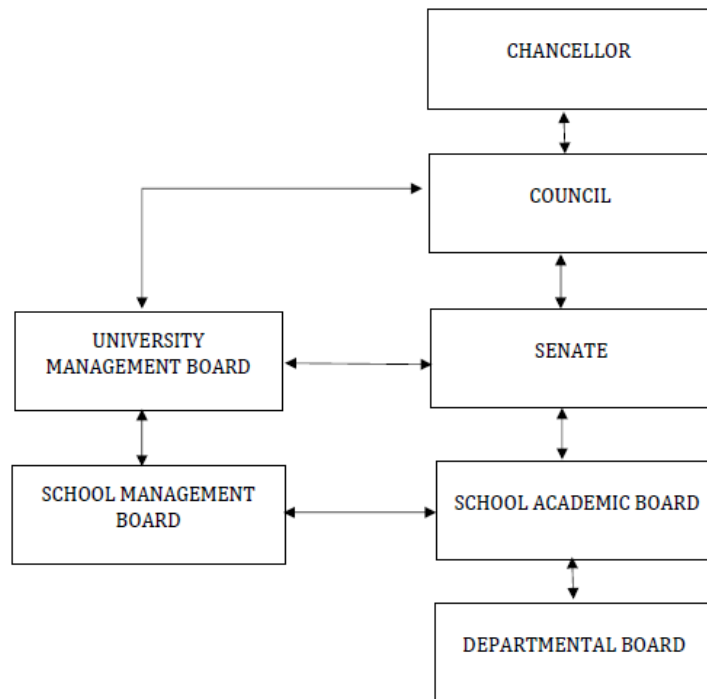
a) Provident funds

All employees in grade I-IV shall belong to the contributory provident funds. An employee shall remit 7.5% of his/her basic salary while the employer shall remit 15% of the basic salary to the scheme.

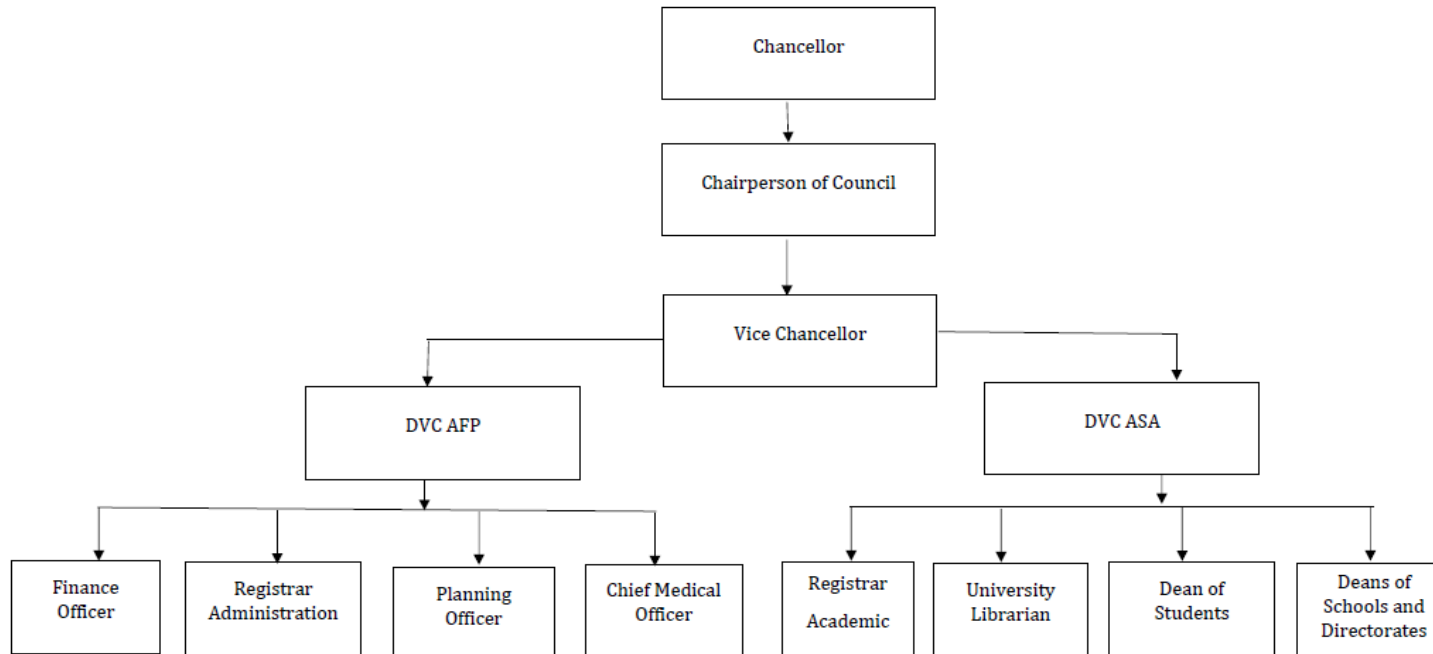
20.0 REVISION

The University Council may revise this document from time to time as it may deem fit. Any change in the context in which the University operates will call for review of this Policy Manual.

APPENDIX I: UNIVERSITY ORGANOGRAM



APPENDIX II: UNIVERSITY ADMINISTRATIVE STRUCTURE



APPENDIX III: RU/HR/1



THE HUMAN RESOURCE DEPARTMENT

BIO DATA FORM

(To be filled in Triplicate)

Coloured
Passport Size
Photograph

DATE:

PERSONAL FILE No. **ID. No.**

CELL PHONE No.:.....

1. PERSONAL DATA

- i. SURNAME:OTHER NAMES:.....
- ii. GENDER:.....(Male/Female)
- iii. DATE OF BIRTH: Date:.....Month:.....Year:.....
- iv. MARITAL STATUS:.....(Married, Widowed, Divorced, Separated)
- v. ETHNICITY:.....
- vi. COUNTY OF ORIGIN:.....
- vii. SUB-COUNTY OF ORIGIN:.....
- viii. NATIONALITY:.....
- ix. HOUSE/PLOT NO: CELL PHONE No.....
- x. POSTAL ADDRESS.....
- xi. E-MAIL
- xii. VILLAGE/LOCATION/ZONE
- xiii. PARISH

2. DETAILS OF EMPLOYMENT AT RONGO UNIVERSITY

- i. DATE OF APPOINTMENT: Date:.....Month:.....Year:.....
- ii. DATE OF ASSUMPTION OF DUTY: Date:.....Month:.....Year:.....
- iii. CURRENT DESIGNATION:

- iv. SCHOOL:.....DEPARTMENT:.....S
SECTION:.....
- v. DATE OF CONFIRMATION: Date:.....Month:.....Year:.....

**3. DETAILS OF SPOUSE(S) (PLEASE PROVIDE COPIES OF NATIONAL ID/
PASSPORT, MARRIAGE CERTIFICATE AND PASSPORT SIZE
PHOTOGRAPH)**

- i. SURNAME:
OTHER NAMES:.....
NATIONAL I.D. NO:.....
CELL PHONE No.:.....
IS THE SPOUSE AN EMPLOYEE OF RONGO UNIVERSITY?YES/NO.....
IF YES
SPOUSE'S PERSONAL FILE No.:SPOUSE'S I.D/PASSPORT
NO.:.....SCHOOL:.....
DEPARTMENT:..... SECTION:.....

Coloured Passport
Size Photograph

- ii. SURNAME:
OTHER NAMES:.....
NATIONAL I.D. No:.....
CELL PHONE No.:.....
IS THE SPOUSE AN EMPLOYEE OF RONGO UNIVERSITY?YES/NO.....
IF YES
SPOUSE'S PERSONAL FILE No.:SPOUSE'S I.D/PASSPORT
NO.:.....SCHOOL:.....
DEPARTMENT:..... SECTION:.....

Coloured Passport
Size Photograph

(USE AN ADDITIONAL SHEET INCASE OF MORE THAN TWO SPOUSE)

4. DETAILS OF BIOLOGICAL AND/OR LEGALLY ADOPTED CHILDREN UNDER 21 YEARS OR 25 YEARS IF ENROLLED INTO FULL-TIME FORMAL EDUCATION OR CHILDREN WITH DISABILITY REGISTERED WITH THE NATIONAL COUNCIL FOR PERSONS WITH DISABILITY. (PLEASE ATTACH COPIES OF BIRTH CERTIFICATE, PASSPORT SIZE PHOTOGRAPHS AND NCPWD REGISTRATION CERTIFICATE. ATTACH A SEPARATE SHEET IF THE SPACE IS NOT SUFFICIENT).

NAME	DATE OF BIRTH	SEX
i.
ii.
iii.
iv.
v.
vi.
vii.
viii.
ix.
x.

Coloured Passport Size Photograph	Coloured Passport Size Photograph	Coloured Passport Size Photograph	Coloured Passport Size Photograph	Coloured Passport Size Photograph
Coloured Passport Size Photograph	Coloured Passport Size Photograph	Coloured Passport Size Photograph	Coloured Passport Size Photograph	Coloured Passport Size Photograph

5. DETAILS OF PARENTS AND SIBLINGS

- i. SURNAME:OTHER NAMES:.....
NATIONAL I.D. NO:.....RELATIONSHIP:.....

- ii. SURNAME:OTHER NAMES:.....
NATIONAL I.D. NO:.....RELATIONSHIP:.....
- iii. SURNAME:OTHER NAMES:.....
NATIONAL I.D. NO:.....RELATIONSHIP:.....
- iv. SURNAME:OTHER NAMES:.....
NATIONAL I.D. NO:.....RELATIONSHIP:.....
- v. SURNAME:OTHER NAMES:.....
NATIONAL I.D. NO:.....RELATIONSHIP:.....
- vi. SURNAME:OTHER NAMES:.....
NATIONAL I.D. NO:.....RELATIONSHIP:.....
- vii. SURNAME:OTHER NAMES:.....
NATIONAL I.D. NO:.....RELATIONSHIP:.....
- viii. SURNAME:OTHER NAMES:.....
NATIONAL I.D. NO:.....RELATIONSHIP:.....
- ix. SURNAME:OTHER NAMES:.....
NATIONAL I.D. NO:.....RELATIONSHIP:.....
- x. SURNAME:OTHER NAMES:.....
NATIONAL I.D. NO:.....RELATIONSHIP:.....

6. NEXT OF KIN (In Case of Emergency)

(IN ORDER OF PREFERENCE)

- i. SURNAME
- OTHER NAMES
- ADDRESS

Passport size
coloured
photograph

(1)

RELATIONSHIP

TELEPHONE NO.....

ii. SURNAME

OTHER NAMES

ADDRESS

RELATIONSHIP

TELEPHONE NO.....

Passport size
coloured
photograph
(2)

iii. SURNAME

OTHER NAMES

ADDRESS

RELATIONSHIP

TELEPHONE NO.....

Passport size
coloured
photograph
(3)

7. RETIREMENT HOME

i. CELL PHONE No.:

ii. POSTAL ADDRESS

iii. E-MAIL

iv. VILLAGE/LOCATION/ZONE

v. PARISH

vi. SUB-COUNTY

vii. COUNTY

viii. DISTANCE FROM RONGO UNIVERSITY (IN KM)

8. EDUCATION BACKGROUND

	DATE (FROM-TO)	INSTITUTION	QUALIFICATION	GRADE
1				
2				

3				
4				
5				
6				
7				
8				

9.FIELD OF SPECIALIALIZATION

- i.
- ii.
- iii.

10. MEMBERSHIP TO PROFESSIONAL ASSOCIATIONS (IF ANY)

- i.
- ii.
- iii.

11. EMPLOYMENT HISTORY

	EMPLOYER 1	EMPLOYER 2	EMPLOYER 3
Employer's Name			
Postal Address			
Telephone			
E-mail			
Position held			
Date of appointment			

Date left			
Date of broken service			
Date of re-appointment			
Reason for leaving			

12. EXPECTED DATE OF RETIREMENT

SIGNATURE:DATE:

13. RECEIVING OFFICER:

SIGNATURE:DATE OF RECEIPT:

APPENDIX IV: APPRAISAL FORM FOR ACADEMIC STAFF



Performance Evaluation Form SPA 4

Office of the Deputy Vice-Chancellor (AFP)

STAFF PERFORMANCE APPRAISAL FORM FOR ACADEMIC STAFF

PART I – EMPLOYEE PERSONAL DETAILS

1. Name:	7. Department:
2. Personal Number:	8. Years of teaching experience at Rongo University:
3. Designation:	9. Years of teaching experience at University level elsewhere:
4. Terms of service:	10. Supervisors name:
5. Date of appointment to current grade:	11. Designation of Supervisor:
6. Special duty (if any):	

PART II: GUIDELINES {(a) – (e)} are guidelines on how to fill the form. Read them carefully before you fill the form))

a) Definition of Terms

Customer – Individuals or organization that receive services from the University such as students, University staff, parent/guardians, suppliers and other stakeholders.

Integrity – Incorruptible, responsible, honest and professional.

Interpersonal skills – Ability to relate to others within and outside the University at all levels.

Leadership – Ability to direct, influence, motivate and inspire others to achieve desired results.

Supervisor – The person who allocates duties to the appraisee and sets targets with them.

Peer – peer is a contemporary, equal or colleague who can fairly evaluate another.

Professional – Upholding work ethics such as completion of syllabi, maintaining confidentiality of examinations and fair and just marking of examinations and upholding ethical standards of the profession.

Special duty – A responsibility an employee is assigned for a given period of time over and above normal duty. These include coordinators of timetabling, examinations, Postgraduate programmes etc.

Supervision – Monitoring and evaluation of staff and processes in accordance with the policies, rules, regulations and procedures of the University in the achievements of its set goals and objectives.

Weight – The value attributed/ attached to a particular attribute to show its relative importance.

b) Evaluation guidelines

1. Targets in **Part IV** will be set and agreed upon by the staff and the supervisor at the beginning of the appraisal period.
2. Target include expected work performance and expected progress toward attaining PhD qualifications where applicable.
3. A panel of at least three peers will be selected at a Departmental meeting to evaluate each member of staff.
4. The panel of peer shall be the first appraiser and the immediate supervisor will be the second appraiser.
5. The panel of peers will evaluate **Part Only** of the appraisal form.
6. Where sufficient number of peers cannot be found within one department/unit, they can be sourced from other department within the Faculty/School/unit.
7. Use Not Applicable (**NA**) where an aspect does not apply to your Department/Unit.
8. In **Part V**, the REMARKS column is optional but it is recommended that you explain extreme ratings such as Outstanding or Unacceptable.
9. For one to qualify for appraisal he/she must have worked for at least six months of the appraisal period.
10. Community service and outreach will include servicing on boards or public bodies and teaching institutions as evidenced in official appointments. It also includes activities related to one's area of specialization.

c) Rating Guidelines

Rating	Indicator score	Overall rating (%)	Description of rating
Outstanding	5 Points	90 – 100	Work performance is consistently of exceptional quality. Employee anticipates circumstances and adjusts effectively to maintain superior performance above standards required for the position. A top performer
Exceeds Expectations	4 Points	80 – 89	Work performance often exceeds what is normally expected for the position. Employee responds effectively to direction and adjusts to circumstances influencing performance. Makes significant contribution to performance.
Meets Expectations	3 Points	60 -79	Work performance meets the job requirements and expectations. Employee responds effectively to direction and is a steady contributor to performance.
Below Expectations	2 Points	40 – 59	Work performance falls short of the job requirements and rarely meets expectations but is willing to overcome deficiencies. Employee requires serious effort to improve performance.
Far Below Expectations	1 Point	Below 40	Work performance is inadequate and consistently falls below the standards of performance required for the position. Performance at this level cannot be allowed to continue.

- d) **Rating guideline for progress towards attainment of PhD qualification.** (This table gives the standard process for the attainment of PhD).
- The rating guideline in the table below is applicable only if PhD attainment is one of the performance targets set in Part IV

Targets for the evaluation period	Ratings	
	Achieved	Not Achieved

	Met target	Overshot target	
Registered as a PhD candidate	3	5	1
Completed data collection	3	5	1
Produced Draft Thesis	3	5	1
Submitted PhD thesis and defended successfully	3	5	1

e) **Rating guideline for research, conference papers and student supervision in the appraisal period.** (this rating applies to attribute B and C in Part V)

No. of publications	Supervision		Presentations at academic conference/exhibition s/designs	Attendance at academic conferences	Paper accepted at academic conferences	Books/Book chapters published	points
	No. of Postgraduate/ Masters theses/projects	No. of Doctoral					
3	3	2	3	3	3	1	5
2	2	1	2	2	2		4
1	1	In progress(at least one)	1	1	1		3
None	None	None	None	None	None		1

PART III: DEPARTMENTAL STRATEGIC OBJECTIVES (To be completed by the Supervisor)

List the departmental priority objectives from which performances targets were deprived.

- 1.
- 2.
- 3.
- 4.
- 5.

PART IV: PERFORMANCE TARGETS

The areas outlined below are the targets set and agreed upon between the appraiser and the appraisee at the beginning of the appraisal period. Note that this does not include research and students' supervision catered for in part V (B & C).

Agreed performance targets (To be completed by the Appraisee as agreed with the supervisor at the beginning of the appraisal period.	To be completed by supervisor by the end of appraisal period		
	State results achieved	Performances appraisal (use the scale of 1-5 given in part II(c, d & e)as appropriate)	Comments (where applicable)
1. Research Publications			
2. Academic Conferences attended			
3. No. of thesis supervised successfully			
4. Papers accepted at academic conferences			
5. Books/chapter(s) published			
Total score for performance Targets (TPF)			
Average score for performance Targets			

(AVG)=(TPT/No. of targets)			
Final Score for Targets FST (%) = (AVG/5) x 100			

PART V: STAFF PERFORMANCE EVALUATION (To be filled by appraisers)

Score/rate appraisee against the indicators below as per the guidelines given in part II

KEY

RWS (Raw Weighted Score) = (Total Supervisor weighted score + Total Peer weighted score) / 5); **AWT** –
FWS – Final Weighted Score = (RWS x AWT); **Weighted Score**= Mean Raw Score x Weight

No	Attributes	Indicators	Ratings (Use scale of 1-5 as given in part II c)		RWS	AWT	FWS	Remarks (if any)
			peers (weighted = 2)	supervisors (weighted = 3)				
A	Teaching	1. Provides adequate course outlines				15		
		2. Completes the course						
		3. Uses creative methods to conduct lectures						
		4. Conducts practical sessions (where applicable)						

		Organizes academic field visits (where applicable)							
		6. Addresses students' performance problems by providing remedial sessions							
		7. Set aside time for consultation by students							
		8. Ensures effective invigilation of examinations							
		9. Sets and marks examination within the time allocated							
		10. Initiates/participates in curriculum development							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
B	Research (see key for rating in part II e above)	1. Number of papers authored in refereed journals/ books chapters/teaching modules in print or electronic format.							

		2. Number of presentations at academic/professional seminars, workshops or conferences.				15			
		3. Attendance of Academic Conferences							
		4. Papers accepted at Academic Conferences.							
		5. Books published							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
C	supervision(see key for rating in part II e above)	1. Number of postgraduate students /projects supervised and completed. (This includes students from other public universities where formal allocation has been given).				7			
		2. Number of students/ research projects in progress.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
D	Attitude to work	1. Discipline and conduct.							
		2. Demonstrates respect for rules, regulations and procedures that govern his/her work.				5			
		3. Receptive to positive change and new ideas.							
		4. Demonstrates cost consciousness in use of resources.							
		5. Sets and meets targets as agreed with supervisor.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
E	Customer focus	1. Solicits and encourages feedbacks from customers/students and addresses it.							
		2. Helps build reputation for the institution.							
		4. Creates awareness of opportunities in the job market to students.				10			

		5. Initiates good public relations with industry for student attachment.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
F	Communication	1. Communicates effectively.							
		2. Uses modern communication technology such as email and power point to communicate.							
		3. Share information willingly.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
G	Integrity	1. Responsible, honest, ethical and professional							
		2. Demonstrates and supports the practice of fairness and equity in the discharge of duty							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
H	Teamwork, interpersonal skills	1. Actively provides suggestions geared towards improving work processes							
		2. Shares information on scholarships funding and other opportunities							
		3. Interacts well with co-workers, supervisors and students.							

		5. Is available for other departmental assignments.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
I	Income generation activities	1. solicits and participates in consultancy work							
		2. Help in developing new programmes/ideas that generate income							

		Total raw score						
		Mean raw score						
		Mean weighted score						
		Final weighted score						
J	Leadership skills	1. Inspires team members to put in extra effort				6		
		2. Mentors and coaches staff in academics and professional skills						
		3. Accomplishes goals/targets/tasks						
		Total raw score						
		Mean raw score						
		Mean weighted score						
		Final weighted score						
K	Creativity and innovation	1. Develops research proposals/linkages/collaborations which attract funding that benefit the University.				6		
		2. Participates in giving public lectures on areas of research.						
		3. Develops intellectual assets, protects and promotes them.						
		Total raw score						
		Mean raw score						
		Mean weighted score						
		Final weighted score						
L	Initiative and willingness to take on extra responsibilities	1. Accepts and performs additional assignments				4		
		2. Participates and volunteers to take charge of team activities/special assignments/subcommittees						
		3. Take initiative to learn tasks outside own specialization						
		4. Raises funds for research and training						

		Total raw score						
		Mean raw score						
		Mean weighted score						
		Final weighted score						
M	Administration (Applies to employees in management position i.e. Deans/Directors/chairmen/heads)	1. Trains and develop staff e.g. (linking TF with Senior staff, coaches, mentors. Gives information on conferences etc.)						

	of units/sections/thematic areas etc.)	2. Addresses performance problems effectively (identifies performance gaps, provides solutions through remedial action e.g. recommend staff for training, redeploys, counsels, coaches etc.)			5		
		3. Uses resources cost-effectively					
		4. Encourages innovativeness and learning by providing conducive working environment.					
		5. Demonstrates judgment and tactfulness in handling sensitive situations.					
		6. Encourages useful debate and constructive criticism.					
		Total raw score					
		Mean raw score					
		Mean weighted score					
		Final weighted score					
N	Community service and outreach	1. Participates in community welfare/work related to specialization activities (this excludes private consultancies).			2		
		2. Participate in events that demonstrate personal involvement to enhance RU image.					
		Total raw score					
		Mean raw score					
		Mean weighted score					
		Final weighted score					
O	Student Evaluation	Total score arising from lectures/course evaluation					
THE TOTAL SCORE OBTAINED OUT OF 500=					100		
TOTAL WIGHTED SCORE % (TWS/5) =							
OVERALL SCORE (%) = (TWS+AVG)/2 =							

OVERALL PERFORMANCE RATING/SCORE

Place a tick (✓) in the box below that describes the employees overall performance rating

- | | |
|------------|--|
| 90 – 100 | <input type="checkbox"/> Outstanding |
| 80– 89 | <input type="checkbox"/> Exceeds Expectation |
| 60– 79 | <input type="checkbox"/> Meets Expectation |
| 40 – 59 | <input type="checkbox"/> Below Expectation |
| Below – 40 | <input type="checkbox"/> Far Below Expectation |

PART VI: EMPLOYEE CAREER DEVELOPMENT PLAN

(The appraisee in consultation with the supervisor fills this section)

1. Steps to be taken by the appraisee towards improving job performance and furthering career goals

2. Suggest the next possible career action and the timeline required.

Suggest possible steps that your supervisor should take to assist you in improving job performance and furthering career goals.

PART VII COMMENTS / RECOMMENDATIONS

a)

Supervisor's comments

Name: Signature: Date:

b)

<p style="text-align: center;">Dean/Director's comments</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
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c)

<p>Appraisee's comments (optional and may include comments about the appraisal and key areas of improvement within the University to enhance future performance. To be filled after the supervisor's comments. I have read and discussed this evaluation with my supervisor and I understand its contents. My signature does not necessarily imply that I agree with the contents. My reaction is:</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>Name: Signature: Date:</p>
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d)

<p style="text-align: center;">Deputy Vice-Chancellor (AFP's Comments (As applicable</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>Name: Signature: Date:.....</p>
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APPENDIX V: APPRAISAL FORM FOR GRADE 11 - 15



Performance evaluation form SPA3

Office of the Deputy Vice-Chancellor (AFP)

STAFF PERFORMANCE APPRAISAL FORM FOR SENIOR ADMINISTRATIVE, TECHNICAL AND LIBRARY STAFF GRADE 11 - 15

PART I: EMPLOYEE'S PERSONAL DETAILS

1.	Name:	7. Department:
2.	Personal Information:	8. Years of service at Rongo University:
3.	Designation:	9. Years of service in equivalent profession elsewhere:
4.	Terms of Service:	10. Supervisor's name:
5.	Date of appointment to current grade:	11. Designation of Supervisor:
6.	Special duty (if any):	

PART II: GENERAL GUIDELINES {(a) – (c) are guidelines on how to fill the form. Read them carefully before you fill the form}

a) Definition of Terms

Customer – Individuals and organizations that receive services from the University such as students, University staff, parents/guardians, suppliers and other stakeholders.

Department – The operational unit where one works.

Integrity – Incorruptible, responsible, honest and professional.

Interpersonal skills – Ability to relate to others within and outside the University at all levels

Leadership – Ability to direct, influence, motivate and inspire others to achieve desired results

Supervisor – The person who allocates duties to appraise and sets targets with them.

Peer – Peer is a contemporary, equal or colleague who can fairly evaluate another

Professional – Upholding work ethics such as completion of tasks, maintaining confidentiality and upholding ethical standards of the profession.

Special duty – A responsibility an employee is assigned for a given period of time over and above normal duty.

Supervision – Monitoring and evaluation of staff and processes in accordance with policies, rules, regulations and procedures of the University on the achievement of its set goals and objectives.

Weight – The value attributed/attached to a particular attribute to show its relative importance.

b) Evaluation Guidelines

1. Targets in Part IV will be set and agreed upon by the staff and the supervisor at the beginning of the appraisal period
2. Targets include expected work performance and expected progress towards attaining the academic/professional requirements

for the job qualifications where applicable.

3. A panel of at least three Peers will be selected at a Departmental meeting to evaluate each member of staff.
4. The panel of peers shall be the first appraiser and the immediate supervisor will be the second appraiser
5. The panel of peers shall evaluate Part V only of the appraisal form
6. Where sufficient number of peers cannot be found within one department/unit, they can be sourced from other departments
within the University.
7. Use Not Applicable (N/A) where an aspect does not apply for your department/unit
8. In Part V, the REMARKS column is optional but it is recommended that you explain extreme ratings such as Outstanding or Unacceptable
9. For one to qualify for appraisal he/she must have worked in a particular position for at least six months of the appraisal period

c) General Rating Guidelines

Rating	Indicator Score	Overall Rating (%)	Description of rating
Outstanding	5 Points	90 – 100	Work performance is consistently of exceptional quality. Employee anticipates circumstances and adjusts effectively to maintain superior performance above standards required for the position. A top performer
Exceeds Expectations	4 Points	80 – 89	Work performance often exceeds what is normally expected for the position. Employee responds effectively to direction and adjusts to circumstances influencing performance. Makes significant contribution to performance
Meets Expectations	3 Points	60 – 79	Work performance meets the job requirements and expectations. Employee responds effectively to direction. Is a steady contributor to performance.
Below Expectation	2 Points	40 – 59	Work performance falls short of the job requirements and expectations but is willing to overcome deficiencies. Employee requires serious effort to improve performance
Far Below Expectation	1 Point	Below 40	Work performance is inadequate and consistently falls below the standards of performance required for the position. Performance at this level cannot be allowed to continue.

PART III: DEPARTMENTAL OBJECTIVES (To be completed by the Supervisor)

List the departmental priority objectives from which performance targets were derived.

- 1.
- 2.
- 3.

- 4.
- 5.

PART IV: PERFORMANCE TARGETS

The areas outlined below are the targets set and agreed upon between the appraiser and the appraisee at the beginning of the appraisal period.

Agreed Performance Targets (To be completed by the Appraisee as agreed with the supervisor at the beginning of the appraisal period)	To be completed by supervisor at the end of the appraisal period		
	State results achieved	Performance appraisal (use the scale of 1 – 5 given in part II)	Reasons for rating (Where applicable)
3.			
4.			
5.			
Total score Performance targets (TPT)			
Average score for performance targets (AVG)=(TPT/no. of targets)			
Final Score for targets FST (%) = (AVG/5)x100			

PART V: STAFF PERFORMANCE EVALUATION (To be filled by the appraisers)

Score/rate appraise against the indicators below as per the guidelines given in part II.

KEY

RWS (raw weighted score) = (Total Supervisor weighted score + total Peer weighted score) / 5); **AWT** –

Attribute weight; **Mean Raw Score** = (Total Raw Score /No of indicators for the attribute);

FWS – Final weighted score = (RWS x AWT); **Weighted score** = Mean Raw score x Weight.

No.	Attributes	Indicators	Ratings (Use scale of 1-5 as given in Part: II c)		RWS	AWT	FWS	Remarks (if any)
			Peer Weight =2)	Supervisor (Weight =3)				
A	Knowledge of work/competency	1. Has the necessary knowledge and skills to perform the job effectively				20		

		2. Remains current regarding new developments in areas of responsibility in line with the changing expectations of the job.						
		3. Plans and establishes clear objectives and organizes duties for self and those supervised.						
		4. Innovative in identifying resources required to meet goals and objectives						
		5. Complies with job procedures and policies.						
		6. Acts as resource person upon whom others rely for assistance.						
		7. Facilitates training and development of staff						
		8. Seeks guidance when goals or priorities are unclear						
		9. Ability to manage performance professionally (Setting targets, giving guidelines, motivating staff, monitoring and evaluation, addresses performance problems/gaps appropriately)						
		Total raw score						
		Mean raw score						
		Weighted raw score						
		Final weighted score						
B	Customer Focus	1. Coordinates and facilitates activities that help to build reputation for total student and staff satisfaction and for others stakeholders				10		
		2. Mounts training for staff on customer care						
		3. Puts systems in place to ensure feedback from customers and addresses it.						
		Total raw score						
		Mean raw score						
		Weighted score						
		Final weighted score						
C	Communication	1. Ability to communicate effectively				7		
		2. Shares information to facilitate achievement of set goals and objectives						
		3. Demonstrates tact and diplomacy.						
		4. Promotes the use of electronic information technology						
		Total raw score						
		Mean raw score						
		Weighted score						

		Final weighted score						
D	Attitude to work	1.Demonstrates discipline and good conduct				7		
		2. Demonstrates an appreciation and respect for rules, regulations and procedures that govern his/her work.						
		3. Receptive to change and new ideas.						
		4.Demonstrates cost consciousness in use of resources						
		5.Meets work schedule/attendance expectations for the position						
		Total raw score						
		Mean raw score						
		Weighted score						
		Final weighted score						
E	Problem - solving and decision making skills	1. Ability to logically identify and analyze problems and make informed decisions.				10		
		2. Makes timely decisions.						
		3. Formulates alternative solutions.						
		4. Takes or recommends actions.				10		
		5. Follows up to ensure problems are resolved.						
		Total raw score						
		Mean raw score						
		Weighted raw score						
		Final weighted score						
F	Quality and quantity of work	1.Completes assignments accurately and in time to achieve expected results				10		
		2. Exhibits concerns for the goals and needs of the department and others who depend on services and work products.						
		3. Ability to handle multiple responsibilities effectively.						
		4. Uses normal working hours optimally.						
		Total raw score						
		Mean raw score						
		Weighted score						
		Final weighted score						
G	Integrity	1. Managers resources with transparency and				6		

		accountability.							
		2. Demonstrates and supports fairness, equity in the discharge of duty.							
		Total raw score							
		Mean raw score							
		Weighted score							
		Final weighted score							
H	Teamwork, leadership, cooperation and interpersonal skills	1. Maintains harmonious and effective work relationships with co-workers and/or students							
		2. Inspires team members to put in extra effort.							
		3. Adapts to changing priorities and demands.							
		4. Shares information and resources with others to promote positive and collaborative work relationship.							
		5. Deals positively and effectively with co-workers and/or students and creates a conducive working climate							
		6. Demonstrates respect for all individuals (staff and students).							
		7. Readily participates in team activities							
		8. Actively provides suggestions geared towards improving work processes.							
		9. Demonstrates judgment and tact in handling situations							
		10. Encourages useful debate and constructive criticism.							

		Total raw score							
		Mean raw score							
		Weighted score							
		Final Weighted score							
I	Creativity and innovation	1. Initiates actions that result in improved handling of jobs without waiting to be told.							
		2. Ability to develop new workable ideas.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
J	Initiative and willingness to take extra	1. Readiness to take extra and higher responsibilities.							
		2. Demonstrates personal responsibility when performing duties.							

	responsibilities	3. Supports the goals and objectives of the department/division						
		4. Performs with minimal supervision						
		5. Participates and volunteers to take charge of team activities/special assignments/subcommittees						
		Total raw score						
		Mean raw score						
		Weighted score						
		Final weighted score						
THE TOTAL SCORE OBTAINED OUT OF 500=						100		
TOTAL WEIGHTED SCORE % (TWS/5)=								
OVERALL SCORE (%) = (TWS + AVG) /2=								

OVERALL PERFORMANCE RATING SCORE

Place a tick () in the box below that describes the employee's overall performance rating

- 90 - 100 () Outstanding
- 80 - 89 () Exceeds Expectation
- 60 - 79 () Meets Expectation
- 40 - 59 () Below Expectation
- Below 40 () Far Below Expectation

PART VI: EMPLOYEE CAREER DEVELOPMENT PLAN

(The appraisee in consultation with the supervisor fills this section)

1. Steps to be taken by the staff member towards improving job performance and furthering career goals.

2. The next possible career move by the staff member and by when.

3. Suggested steps to be taken by the supervisor to assist the staff member in improving job performance and in furthering career goals.

PART VII: COMMENTS/RECOMMENDATIONS

a)

APPENDIX VI: APPRAISAL FORM FOR GRADE 5 - 10



Performance Evaluation Form SPA 2

Office of the Deputy Vice-Chancellor (AFP)

STAFF PERFORMANCE APPRAISAL FORM FOR STAFF IN GRADES 5 - 10

PART 1 – EMPLOYEE'S PERSONAL DETAILS

1. Name:	7. Department:
2. Personal Number:	8. Years of service at Rongo University:
3. Designation:	9. Years of service in equivalent profession elsewhere:
4. Terms of service:	10. Supervisor's name:
5. Date of appointment to current grade:	11. Designation of supervisor:
6. Special duty (If any):	

PART II: GENERAL GUIDELINES {(a) – (c) are guidelines on how to fill the form. Read them carefully before you fill the form}

a) Definition of Terms

Customer – Individuals and organizations that receive services from the University such as students, University staff, parents, guardians, suppliers and other stakeholders.

Department - Operation unit where you work.

Integrity – Incorruptible, responsible, honest and professional.

Interpersonal skills – Ability to relate to others.

Leadership – Ability to direct, influence, motivate and inspire others to achieve desired results.

Peer – Peer is a contemporary, equal or colleague who can fairly evaluate another.

Supervisor –The persons who allocates duties to the appraisee and sets targets with them.

Professional – Upholding work ethics such as completion of tasks, maintaining confidentiality and upholding ethical standards of the profession.

Special duty – A responsibility an employee is assigned for a given period of time over and above normal duty.

Supervision –Allocation of responsibility, Monitoring and evaluation of staff and processes in accordance with the policies, rules, regulations and procedures of the University in the achievement of its set goals and objectives.

Weight – The value attributed/attached to a particular attribute to show its relative importance.

b) Evaluation Guidelines

1. Targets in **Part IV** will be set and agreed upon by the staff and the supervisor at the beginning of the appraisal period.
2. Targets include expected work performance and expected progress toward attaining the academic/professional requirements for the job qualifications where applicable.
3. A panel of at least three peers will be selected at a Departmental meeting to evaluate each member of staff.
4. The panel of peers shall be the first appraiser and the immediate supervisor will be the second appraiser.
5. The panel of peers will evaluate **Part V** only of the appraisal form.
6. Where sufficient number of peers cannot be found within one department/unit, they can be sourced from other departments.
7. Use Not Applicable (**N/A**) where an aspect does not apply to your Department/Unit.
8. In **Part V**, the REMARKS column is optional but it is recommended that you explain extreme ratings such as outstanding or unacceptable by supervisor.

9. For one to qualify for appraisal he/she must have worked in a particular position for at least six months of the appraisal period.
- c) **General Rating Guidelines**

Rating	Indicator Score	Overall Rating (%)	Description of rating
Outstanding	5 points	90 – 100	Work performance is consistently of exceptional quality. Employee anticipates circumstances and adjusts effectively to maintain superior performance above standards required for the position. A top performer.
Exceeds Expectations	4 points	80 – 89	Work performance often exceeds what is normally expected for the position. Employee responds effectively to direction and adjusts to circumstances influencing performance. Makes significant contribution to performance.
Meets Expectations	3 points	60 – 79	Work performance meets the job requirements and expectations. Employee responds effectively to direction. Is a steady contributor to performance.
Below Expectations	2 points	40 – 59	Work performance falls short of the job requirements and expectations but is willing to overcome deficiencies. Employee requires serious effort to improve performance.
Far Below Expectations	1 Point	Below 40	Work performance is inadequate and consistently falls below the standards of performance required for the position. Performance at this level cannot be allowed to continue.

PART III: DEPARTMENTAL OBJECTIVES (To be completed by the Supervisor)

List the departmental priority objectives from which performance targets were derived. *(If more, use an extra sheet of paper and attach)*

- 1.
- 2.
- 3.
- 4.
- 5.

PART IV: PERFORMANCE TARGETS

The areas outlined below are the targets set and agreed upon between the appraiser and the appraisee at the beginning of the appraisal period.

Agreed Performance Targets (To be completed by the Appraisee as agreed with the supervisor at the beginning of the appraisal period.)	Appraisal (To be completed by supervisor at the end of the appraisal period)		
	State results achieved	Performance Appraisal (Use the scale of 1-5)	Reasons for rating (where applicable)
1.			
2.			
3.			
4.			

5.			
Total score for Performance Targets (TPT)			
Average score for Performance Targets (AVG)=(TPT/no. of targets)			
Final Score for Targets FST (%) = (AVG/5) X 100			

PART V: STAFF PERFORMANCE EVALUATION (To be filled by the appraisers)

Score/rate appraise against the indicators below as per the guidelines given in part II.

KEY

RWS (Raw Weighted Score) = (Total Supervisor weighted score + Total Peer weighted score) / 5); AWT – Attribute Weight; **Mean Raw Score** = (Total Raw Score / No. of indicators for the attribute);
FWS – Final Weighted Score = (RWS X AWT); **Weighted Score** = Mean Raw Score x Weight

No.	Attributes	Indicators	Ratings (Use scale 1-5 as given in part: II c)		RWS	AWT	FWS	Remarks (if any)
			Peer (weight=2)	Supervisor (weight=3)				
A	Knowledge of work/competency	1. Knowledge of the job as gained through experience.				20		
		2. Demonstrates accuracy, skill and completeness of work.						
		3. General education and specialized training.						
		4. Demonstrates the practical/technical skills and information used on the job.						
		5. Completes quantity of work given in a normal workday.						
		Total raw score						
		Mean raw score						
		Mean weighted score						
		Final weighted score						
B	Customer focus	1. Is totally involved in activities that build reputation for total staff and/or student satisfaction and other stakeholders.				10		
		2. Provides feedback on interaction from customers.						
		3. Is receptive to customer feedback.						
		Total raw score						
		Mean raw score						
		Mean weighted score						
		Final weighted score						

C	Attitude to work	1. Demonstrates discipline and good conduct.				8		
		2. Demonstrates respect for and adherence to rules, regulations and procedures that govern his/her work.						
		3. Receptive to change and new						

		ideas.							
		4. Demonstrates cost consciousness in use of resources.							
		5. Sets and meets targets as agreed with supervisor.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
D	Integrity	1. Incorruptible, honest, professional.							
		2. Champions the practice of fairness, equality, equity and honesty in the discharge of duty.				8			
		3. Willingly accepts and performs additional assignment.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
E	Initiative and willingness to take on extra responsibility	1. Is proactive in the achievement of goals and needs of the department/division.							
		2. Readiness to participate in team activities				7			
		3. Take initiative to learn tasks outside own specialization.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
F	Communication	1. Provides information that facilitates the achievement of set goal and objectives.							
		2. Makes good use of information received.				7			
		3. Ability to communicate effectively.							
		4. Ability to embrace modern communication							

		technology.							
		5. Is tactful and courteous in dealing with colleagues and supervisor, customers and other stakeholders.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							

G	Teamwork, interpersonal and leadership skills	1. Interacts well with co-workers, supervisor and students.							
		2. Participates in team activities and provide leadership for the achievement of set goals and objectives.				10			
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
H	Creativity and innovation	1. Initiates actions that result in improved handling of jobs without waiting to be told.							
		2. Ability to develop new workable ideas.				10			
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
I	Quality and quantity work	1. Completes assignments in a thorough accurate and timely manner that achieves expected outcomes.							
		2. Ability to handles multiple responsibilities in an effective manner. / Time conscious.				10			
		3. Uses working time optimally.							
		Total raw score							

		Mean raw score							
		Mean weighted score							
		Final weighted score							
J	Decision making skills	1. Makes timely decisions.							
		2. Demonstrates judgment and tactfulness in handling delicate situations.							
		3. Makes informed decisions.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
THE TOTAL SCORE OBTAINED OUT OF 500 =									
TOTAL WEIGHTED SCORE (TWS/5 =									
OVERALL SCORE (%) – (TWS + AVG/2) =									

OVERALL PERFORMANCE RATING/SCORE

Place a tick (✓) in the box below that describes the employee's overall performance rating:

90	-	100 { }	Outstanding
80	-	89 { }	Exceeding Expectations
60	-	79 { }	Meets Expectations
40	-	59 { }	Below Expectations
Below 40			Far Below Expectation

PART VI: EMPLOYEE CAREER DEVELOPMENT PLAN

(The employee in consultation with the supervisor fills this section)

- Steps to be taken by the staff member towards improving job performance and furthering career goals

- The next possible career move by the staff member and by when.

3. Suggested steps to be taken by the supervisor to assist the staff members in improving job performance and in furthering career goals.

a)

<p style="text-align: center;">Supervisor's comments</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
--

b)

<p>Employee's reaction (optional and may include comments about the appraisal and key areas of improvement within the University to enhance future performance) Give own assessment of the appraisal.</p> <p>I have read and discussed this evaluation with my supervisor and I understand its contents. My reaction is:</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>

c)

Deputy Principal - AFP's comments

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APPENDIX VII: APPRAISAL FORM FOR GRADE 1 - 4



Performance Evaluation Form SPA 1
Office of the Deputy Vice-Chancellor (AFP)

STAFF PERFORMANCE APPRAISAL FORM FOR STAFF IN GRADES 1 - 4

PART 1 – TO BE FILLED BY EMPLOYMENT

7. Name:	7. Department:
8. Personal Number:	8. Years of service at Rongo University:
9. Designation:	9. Years of service in equivalent profession elsewhere:
10. Terms of service:	10. Supervisor's name:
11. Date of appointment to current grade:	11. Designation of supervisor:
12. Special duty (If any):	

PART II: GENERAL GUIDELINES {(a) – (c) are guidelines on how to fill the form. Read them carefully before you fill the form}

d) Definition of Terms

Customer – Individuals and organizations that receive services from the University such as students, University staff, parents, guardians, suppliers and other stakeholders.

Department - Operation unit where you work.

Integrity – Incorruptible, responsible, honest and professional.

Interpersonal skills – Ability to relate to others.

Leadership – Ability to direct, influence, motivate and inspire others to achieve desired results.

Peer – Peer is a contemporary, equal or colleague who can fairly evaluate another.

Supervisor –The persons who allocates duties to the appraisee and sets targets with them.

Professional – Upholding work ethics, maintaining confidentiality and upholding ethical standards of the profession.

Special duty – A responsibility an employee is assigned for a given period of time over and above normal duty.

Supervision –Allocation of responsibility, Monitoring and evaluation of staff and processes in accordance with the policies, rules, regulations and procedures of the University in the achievement of its set goals and objectives.

Weight – The value attributed/attached to a particular attribute to show its relative importance.

e) Evaluation Guidelines

10. Targets in **Part IV** will be set and agreed upon by the staff and the supervisor at the beginning of the appraisal period.
11. Targets include expected work performance and expected progress toward attaining the academic/professional requirements for the job qualifications where applicable.
12. A panel of at least three peers will be selected at a Departmental meeting to evaluate each member of staff.
13. The panel of peers shall be the first appraiser and the immediate supervisor will be the second appraiser.
14. The panel of peers will evaluate **Part V** only for the appraisal form.
15. Where sufficient number of peers cannot be found within one department/unit, they can be sourced from other departments.
16. Use Not Applicable (N/A) where an aspect does not apply to your Department/Unit.
17. In **Part V**, the REMARKS column is optional but it is recommended that you explain extreme ratings such as outstanding or unacceptable by supervisor.
18. For one to qualify for appraisal he/she must have worked in a particular position for at least six months of the appraisal period.

f) General Rating Guidelines

Rating	Indicator Score	Overall Rating (%)	Description of rating
Outstanding	5 points	90 - 100	Work performance is consistently of exceptional quality. Employees anticipation circumstances and adjusts effectively to maintain superior performance above standards required for the position. A top performer.
Exceeds Expectations	4 points	80 - 89	Work performance often exceeds what is normally expected for the position. Employee responds effectively to direction and adjusts to circumstances influencing performance. Make significant contribution to performance.
Meets Expectations	3 points	60 – 79	Work performance meets the job requirements and expectations. Employee responds effectively to direction. Is a steady contributor to performance.
Below Expectation	2 points	41 - 59	Work performance falls short of the job requirements and expectations but is willing to overcome deficiencies. Employee requires serious effort to improve performance.
Far Below Expectation	1 point	Below 40	Work performance is inadequate and consistently falls below the standards of performance required for the position. Performance at this level cannot be allowed to continue.

PART III: DEPARTMENTAL OBJECTIVES (To be completed by the Supervisor)

List the departmental priority objectives from which performance targets were derived.

- 1.
- 2.
- 3.
- 4.
- 5.

PART IV: PERFORMANCE TARGETS

The areas outlined below are the targets set and agreed upon between the appraiser and the appraisee at the beginning of the appraisal period. *(If more, use an extra sheet of paper and attach)*

Agreed Performance Targets (To be completed by the Appraisee as agreed with the supervisor at the beginning of the appraisal period.	Appraisal (To be completed by supervisor at the end of the appraisal period)		
	State results achieved	Performance Appraisal (Use the scale of 1-5) Given in part II (c, d & e) As appropriate	Reasons for rating (where applicable)
1.			
2.			
3.			
4.			

5.			
Total score for Performance Targets (TPT)			
Average score for Performance Targets (AVG)=(TPT/no. of targets)			
Final Score for Targets FST (%) = (AVG/5) X 100			

PART V: STAFF PERFORMANCE EVALUATION (To be filled by the appraisers)

Score/rate appraise against the indicators below as per the guidelines given in part II.

KEY

RWS (Raw Weighted Score) = (Total Supervisor weighted score + Total Peer weighted score) / 5; AWT – Attribute Weight; **Mean Raw Score** = (Total Raw Score / No. of indicators for the attribute); FWS – Final Weighted Score = (RWS X AWT); **Weighted Score** = Mean Raw Score x Weight

N o.	Attributes	Indicators	Ratings (Use scale 1-5 as given in part II c)		RWS	AWT	FWS	Remarks (if any)
			Peer (weight=2)	Super visor (weight=3)				
A	Knowledge of work/competency	1. Knowledge of the job as gained through experience.				20		
		2. Demonstrates accuracy, skill and completeness of work.						
		3. General education and specialized training.						
		4. Demonstrates the practical/technical skills and information used on the job.						
		5. Completes quantity of work given in a normal workday.						
		Total raw score						
		Mean raw score						
		Mean weighted score						
		Final weighted score						
B	Customer focus	1. Helps build reputation for total student satisfaction.				10		
		2. Provides feedback on interaction from customers.						
		3. Is responsive to customer feedback.						
		Total raw score						
		Mean raw score						
		Mean weighted score						
		Final weighted score						
C	Attitude to work	1. Discipline and conduct.				7		
		2. Demonstrates respect for rules, regulations and procedures that govern his/her work.						
		3. Performs work with little or no supervision.						
		4. Responsive to change and new ideas.						

		5. Uses resources cost effectively.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
D	Integrity	1. Incorruptible, honest, professional.				7			
		2. Champions the practice of fairness, equality, equity and honesty in the discharge of duty.							
		3. Willingly accepts and performs additional assignment.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
E	Initiative and willingness to take on extra responsibility	1. Is proactive in the achievement of goals and needs of the department/division.				7			
		2. Readiness to participate in team activities							
		3. Take initiative to learn tasks outside own specialization.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
F	Communication	1. Provides information that facilitates the achievement of set goal and objective.				6			
		2. Makes good use of information received.							
		3. Ability to communicate effectively.							
		4. Ability to use modern communication technology.							
		5. Is tactful and diplomatic in dealing with colleagues and supervisor, customers and other stakeholders.							
		Total raw score							
		Mean raw score							
		Mean weighted score							
		Final weighted score							
G	Teamwork, interpersonal and leadership skills	1. Interacts effectively with coworkers, supervisors and students to gain their confidence and respect.				10			
		2. * Works in a collaborative and participative manner.							
		3. *Participates in team activities and provide leadership for the achievement of set goals and objectives.							
		4. Inspires team members to put in extra effort necessary to achieve set goals and objectives.							
		5. Mentors and coaches others to develop their competence.							

		Total raw score						
		Mean raw score						
		Mean weighted score						
		Final weighted score						
H	Creativity and innovation	1. Determines and initiates actions that result in improved handling of jobs without waiting to be told.				10		
		2. Ability to develop new workable ideas.						
		Total raw score						
		Mean raw score						
		Mean weighted score						
		Final weighted score						
I	Quality and quantity work	1. Completes assignments in a thorough accurate and timely manner that achieves expected outcomes.				10		
		2. Ability to handles multiple responsibilities in an effective manner. / Time conscious.						
		3. Uses of working time optimally.						
		Total raw score						
		Mean raw score						
		Mean weighted score						
		Final weighted score						
J	Decision making skills	1. Makes timely decisions.				10		
		2. Demonstrates judgment and tactfulness in handling delicate situations.						
		3. Ability to logically identify and analyze problems.						
		4. Makes informed decisions.						
		Total raw score						
		Mean raw score						
		Mean weighted score						
		Final weighted score						
THE TOTAL SCORE OBTAINED OUT OF 500 =					100			
TOTAL WEIGHTED SCORE (TWS/5) =								
OVERALL SCORE (%) - (TWS+AVG / 2) =								

OVERALL PERFORMANCE RATING/SCORE

Place a tick (✓) in the box below that describes the employee's overall performance rating

90	-	100 { }	Outstanding
80	-	89 { }	Exceeding Expectations
60	-	79 { }	Meets Expectations
Below	-	60 { }	Below Expectations

PART VI: EMPLOYEE CAREER DEVELOPMENT PLAN

(The employee in consultation with the supervisor fills this section)

4. Steps to be taken by the staff member towards improving job performance and furthering career goals

5. The next possible career move by the staff member and by when.

6. Suggested steps to be taken by the supervisor to assist the staff members in improving job performance and in furthering career goals.

Supervisor's comments

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Name

Signature

Employee's reaction (optional and may include comments about the appraisal and key areas of improvement within the University to enhance future performance) Give own assessment of the appraisal.

I have read and discussed this evaluation with my supervisor and I understand its contents. My reaction is:

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Deputy Principal - AFP's comments

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SCHEDULE I (A)

Basic Salary (Support Staff)

Grade	Amount Per Month (Kshs)
Grade 1	12,100 – 15,963
Grade 2	13, 968 – 18,845
Grade 3	16, 429 - 22, 157
Grade 4	19, 862 – 27, 694

SCHEDULE I (B)

Basic Salary (Administrative Staff)

Grade	Amount Per Month (Kshs)
Grade 5	22,157 – 31,366
Grade 6	25,237 – 35, 330
Grade 7	30, 449 – 43, 931
Grade 8	34, 415 – 50, 508
Grade 9	40, 878 – 60, 525
Grade 10	46, 978 – 68, 512
Grade 11	79, 344 – 112,312
Grade 12	94, 347 – 131, 736
Grade 13	106, 327 – 149, 940
Grade 14	135, 859 – 189, 813
Grade 15	170, 681 – 248, 898

SCHEDULE I (C)

Basic Salary (Academic Staff)

Grade	Amount Per Month (kshs)
Grade 11	83, 598 – 118, 348
Grade 12	99, 409 – 140, 683
Grade 13	112, 038 – 159, 720
Grade 14	145, 441 – 203, 605
Grade 15	170, 681 – 248, 898

SCHEDULE II (A)

House Allowance (Kshs.)

House Allowance (Support Staff)

Grade	Amount Per Month (Kshs)
Grade 1	6, 761
Grade 2	7, 233
Grade 3	10, 784
Grade 4	11, 800

SCHEDULE II (B)**House Allowance (Administrative Staff)**

Grade	Amount Per Month (Kshs)
Grade 5	17, 692
Grade 6	21, 230
Grade 7	24, 768
Grade 8	28, 307
Grade 9	31, 845
Grade 10	35, 383
Grade 11	47, 915
Grade 12	55, 286
Grade 13	58, 972
Grade 14	62, 658
Grade 15	73, 715

SCHEDULE II (C)

House Allowance (Academic Staff)

Grade	Amount Per Month (Kshs)
Grade 11	51, 601
Grade 12	55, 286
Grade 13	58, 972
Grade 14	66, 344
Grade 15	73, 715

SCHEDULE III

Passage and Baggage Allowance (Kshs.)

Grade	Passage	Baggage
15	4110	6850
14	3010	4800
13	3010	4800
12	3010	4800
11	2060	3430
10	2060	3510
9	2060	3510
8	1920	3430
7	1920	3430
6	1510	2880
5	1510	2880
4	2,400	3,000
3	2,000	2,800
2	1,800	2,500
1	1,700	2,300

SCHEDULE IV
Subsistence Allowance within Kenya (Kshs. per month)

JOB GROUP(Civil Service & Equivalent)	State Officer Grades	Cluster 1	Cluster 2	Cluster 3
		Cities (Nairobi, Mombasa, Kisumu)	County Headquarters, Malindi, Kilifi, Lamu, Kwale & Naivasha	All Other Towns
	F4	22,000	18,000	14,000
U-V (18)	F1, F2, E5	18,200	14,600	12,500
S-T (15-17)	E3, E4	16,800	12,600	10,500
P-R (12-14)	E2, E1, D5	14,000	10,500	8,400
K-N (8-11)	D4	11,200	8,400	7,000
F-J (1-7)		6,300	4,900	4,200
A-E		4,200	3,500	2,000

SCHEDULE V

Subsistence Allowance outside Kenya (USD)

Daily Subsistence Allowance for foreign travel (USD)							
Civil Service grading & Equivalent (University Grades)		U-V (18)	S-T (15-17)	P-R (12-14)	K-N (8-11)	F-J (1-7)	A-E
Country	Rates (US\$)						
Afghanistan	575	523	369	293	243	208	179
Albania	572	520	382	311	264	239	223
Algeria	669	608	437	350	294	256	234
Angola	788	716	529	436	386	360	345
Antigua & Barbuda	627	570	448	387	348	321	300
Argentina	615	559	443	386	352	332	321
Armenia	949	862	546	386	301	253	224
Aruba	747	679	504	416	363	330	306
Australia	730	663	480	387	1 31	301	285
Austria	787	715	519	420	359	323	304
Azerbaijan	949	862	578	436	356	310	281
Bahamas	898	816	598	488	415	360	312
Bahrain	601	547	438	383	352	333	320
Bangladesh	558	507	370	301	264	243	231
Barbados	732	666	484	394	332	295	274
Belarus	612	557	409	334	292	263	243
Belgium	843	767	591	502	437	399	376
Belize	530	482	358	296	261	240	227
Benin	615	559	398	318	271	245	230
Bermuda	779	708	515	417	353	305	272
Bhutan	500	454	284	198	152	127	111
Bolivia	456	415	298	239	207	189	179
Bosnia & Herzegovina	612	557	363	266	213	184	164
Botswana	567	516	373	301	263	240	227
Brazil	644	585	474	418	372	331	297
Brunei	1027	934	608	444	356	305	273
Bulgaria	456	415	352	321	301	287	277
Burkina Faso	601	547	387	308	257	220	194
Burundi	554	504	377	314	278	259	247
Cambodia	476	432	325	271	241	223	211
Cameroon	659	600	429	344	289	256	238
Canada	772	702	536	452	406	378	362
Cape Verde	509	463	370	323	295	277	265
Central African Republic	643	584	416	331	277	237	207

Chad	674	613	498	439	406	383	369
Chile	500	454	342	285	254	238	228
China	643	584	457	393	344	317	301
Colombia	537	488	371	312	270	237	212
Comoros	749	681	493	399	337	290	260
Congo	647	589	420	337	282	252	235
Costa Rica	537	488	371	312	270	246	232
Cote d'Ivoire	653	594	435	354	299	259	231
Croatia	612	557	448	393	356	331	310
Cuba	457	416	336	295	272	256	249
Cyprus	474	431	362	327	306	293	284
Czech Republic	552	502	444	416	397	385	374
Denmark	699	636	498	430	392	372	359
Djibouti	574	522	384	314	276	255	242
Dominica	473	430	336	288	259	238	222
Dominican Republic	627	570	403	318	271	241	221
DRC Congo	820	746	543	442	374	323	289
Ecuador	513	466	347	286	252	232	220
Egypt	529	481	381	331	303	284	266
El Salvador	457	416	325	279	252	235	224
Equatorial Guinea	500	454	376	338	314	297	284
Eritrea	724	658	385	248	177	139	117
Estonia	612	557	407	331	287	260	240
Ethiopia	809	736	536	435	367	318	286
Fiji	546	496	359	289	250	229	215
Finland	914	831	609	498	424	366	321
France	796	724	586	517	418	366	337
French Guiana	626	569	417	341	289	251	224
Gabon	656	596	466	402	358	314	283
Gambia	518	471	363	0	270	237	210
Georgia	949	862	541	381	295	246	218
Germany	922	838	616	504	429	372	341
Ghana	505	459	331	266	230	209	195
Greece	541	492	425	391	371	358	348
Grenada	509	463	424	403	389	377	367
Guadeloupe	639	581	415	331	277	244	224
Guatemala	509	463	339	277	242	220	206
Guinea	603	548	389	310	259	221	197
Guinea Bissau	627	570	418	341	250	198	169
Guyana	484	440	323	264	232	212	201
Haiti	469	427	356	321	299	285	274

Honduras	572	520	367	292	249	224	209
Hungary	741	673	506	422	364	318	289
Iceland	635	578	447	381	344	323	311
India	626	569	430	361	322	301	290
Indonesia	615	559	398	318	271	246	232
Iran	949	862	635	521	443	385	345
Iraq	1245	1132	846	702	603	525	472
Ireland	727	661	492	406	361	334	319
Israel	1105	1004	745	614	525	457	391
Italy	924	840	647	549	477	430	398
Jamaica	622	565	428	360	321	299	288
Japan	1111	1010	749	619	529	470	439
Jordan	787	715	519	421	355	314	290
Kazakhstan	949	862	579	436	358	311	282
Kiribati	770	700	454	331	264	226	202
Korea	600	546	425	363	330	310	299
Kosovo	612	557	407	331	287	260	240
Kuwait	1162	1056	787	652	559	486	435
Kyrgyzstan	949	862	520	350	260	210	182
Laos	391	355	256	207	179	162	153
Latvia	612	557	428	364	323	297	277
Lebanon	1077	979	726	600	513	446	399
Lesotho	445	405	277	213	174	154	141
Liberia	699	636	468	384	337	311	296
Libya	854	777	568	463	393	354	331
Liechtenstein	1111	1010	749	586	505	453	418
Lithuania	612	557	400	322	277	249	229
Luxembourg	666	605	435	349	303	278	264
Macedonia	770	700	440	309	240	201	177
Madagascar	699	636	458	369	310	267	235
Malawi	554	504	388	330	298	278	266
Malaysia	759	690	501	405	342	296	264
Maldives	461	419	309	254	223	206	194
Mali	613	558	424	356	310	286	272
Malta	749	681	494	399	348	319	303
Marshall Islands	770	700	465	348	283	245	221
Mauritania	577	525	384	314	266	231	207
Mauritius	509	463	398	365	345	334	328
Mexico	572	520	473	450	432	420	413
Micronesia	770	700	514	420	365	330	305
Moldova	612	557	428	364	323	297	277

Monaco	1100	1000	743	613	525	455	409
Mongolia	598	543	385	306	255	218	194
Montenegro	612	557	455	404	370	344	323
Morocco	928	844	619	507	416	366	331
Mozambique	505	459	332	270	233	213	202
Myanmar	444	404	276	212	173	150	136
Namibia	473	430	309	248	208	179	162
Nauru	770	700	427	290	219	178	155
Nepal	500	454	316	245	202	173	155
Netherlands	747	679	518	438	395	370	354
New Zealand	983	893	659	541	461	400	359
Nicaragua	627	570	409	329	273	233	206
Niger	630	573	409	327	274	234	208
Nigeria	796	724	526	427	370	339	320
North Korea	600	546	377	293	245	217	197
Norway	606	551	420	354	317	296	284
Oman	964	877	673	572	497	437	395
Pakistan	610	554	402	326	284	256	240
Palau	770	700	493	388	330	294	268
Panama	541	492	374	316	282	263	253
Papua New Guinea	770	700	508	413	349	300	268
Paraguay	584	531	376	298	255	230	217
Peru	702	638	460	370	312	279	261
Philippines	666	605	433	347	292	250	222
Poland	627	570	429	359	320	298	284
Portugal	674	613	465	391	350	327	314
Puerto Rico	444	404	323	283	260	244	234
Qatar	745	678	491	396	334	296	268
Reunion	589	536	380	300	256	231	215
Romania	657	597	453	381	342	320	308
Russia	949	862	658	556	501	469	449
Rwanda	588	535	397	328	290	268	252
Samoa	525	477	363	305	264	231	207
San Marino	924	840	647	549	490	449	418
Sao Tome & Principe	605	550	341	237	182	150	132
Saudi Arabia	930	846	622	508	432	374	336
Senegal	618	562	405	327	284	261	248
Serbia	612	557	399	320	274	246	227
Seychelles	618	562	462	413	384	367	358
Sierra Leone	893	812	594	485	413	356	319
Singapore	1297	1179	832	658	523	431	366

Slovakia	612	557	451	398	363	338	317
Slovenia	612	557	430	367	328	300	281
Solomon Islands	770	700	451	326	259	220	197
Somalia	477	434	298	230	187	163	150
South Africa	515	469	356	300	270	252	241
South Sudan	719	653	471	381	323	293	276
Spain	935	850	626	513	436	377	333
Sri Lanka	525	477	334	262	217	185	164
St. Kitts and Nevis	627	570	436	369	328	299	279
St. Lucia	627	570	428	356	314	285	265
St. Vincent and Grenadines	627	570	464	411	376	350	329
Sudan	719	653	471	381	323	293	276
Surinam	1059	963	713	587	502	436	392
Swaziland	549	499	369	304	267	246	232
Sweden	829	754	561	465	411	383	366
Switzerland	1111	1010	749	619	529	460	413
Syria	774	704	510	414	350	301	271
Tajikistan	949	862	515	341	250	200	172
Tanzania	663	603	422	332	282	253	235
Thailand	588	535	408	344	298	274	260
Timor - Lestor	770	700	439	309	239	200	176
Tobago	639	581	461	400	366	348	336
Togo	554	504	366	297	259	237	222
Tonga	467	425	310	253	215	188	173
Trinidad	482	438	389	364	348	339	331
Tunisia	462	420	314	261	231	215	206
Turkey	1037	943	697	574	491	426	382
Turkmenistan	949	862	532	366	279	230	201
Tuvalu	770	700	424	286	212	173	150
Uganda	677	615	429	335	283	253	235
Ukraine	612	557	408	334	290	262	242
United Arab Emirates	944	858	656	553	481	421	380
United Kingdom	848	771	578	481	429	402	382
Uruguay	416	378	331	307	290	279	270
USA	724	658	527	462	425	405	393
Uzbekistan	949	862	509	332	240	190	162
Vanuatu	770	700	513	419	364	329	304
Venezuela	552	502	440	408	387	365	350
Vietnam	440	400	300	250	219	201	190
Yemen	813	739	539	438	371	320	287
Zambia	664	604	432	347	277	241	220

Zimbabwe	482	438	330	275	244	228	208
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SCHEDULE VI

Day Trip Allowance (Kshs. per month)

Half the rate of applicable to daily subsistence allowance.

SCHEDULE VII

Mileage Allowance (Kshs. per month)

Vehicle Capacity (cc)	Ksh. Per Km.
Below 850	7.00
850 – 1200	12.00
1201 – 1500	17.00
Over 1500	20.00

SCHEDULE VIII

House to Office Allowance / Commuter (Kshs. per month)

Category of Staff	Rate
Members of staff with own vehicles	10,000
Members of staff who use other means of transport	
Grade 1 – 4	5,500
Grade 5 – 10	6,000
Grade 11 – 15	7,000

SCHEDULE IX

Leave Traveling Allowance (Kshs. per month)

GRADE	YEARLY LEAVE TRAVELLING ALLOWANCE (KSHS.)
15	14,500.00
14	14,000.00
13	10,200.00
12	9,800.00
11	7,100.00
10	5,000.00
9	4,200.00
8	3,900.00
7	3,700.00
6	3,300.00
5	3,100.00
4	1,900.00
3	1,900.00
2	1,600.00
1	1,600.00

SCHEDULE X

Responsibility Allowance (Kshs. per month)

GRADE	ALLOWANCE
4	833
3	693
2	525
1	-

SCHEDULE XI
Relocation Allowance

A member of staff who is transferred at the instance of the employer from the University working station to another will be entitled to a settling allowance of fourteen (14) days subsistence allowance. Provided that:

- i) the station is at least 100 km from current working station and
- ii) the duration is at least one month. Otherwise, the staff will be provided with transport only.

SCHEDULE XII

Extraneous Allowance

Grade	Amount (Ksh.)
Grade 1 – 4	2,500
Grade 5 – 11	3,500
Grade 12 – 18	-

SCHEDULE XIII

Annual Leave

Grade	No. of Days
Grade 1 – 4	30
Grade 5 – 10	30
Grade 11 – 15	36

SCHEDULE XIV

Retirement

Category	Retirement Age
Academic Staff	70 years
Administrative and Support staff Grade 1 – 15	60 years
Persons with Disability	65 years