



AMREF INTERNATIONAL UNIVERSITY

**HUMAN RESOURCES POLICY AND STAFF TERMS AND
CONDITIONS OF SERVICE**

Submitted to

**The Commission for University Education, Kenya
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ABBREVIATIONS

AMIU	Amref International University
DHR	Director of Human Resources
DVC	Deputy Vice Chancellor
EHS	Environment, Health and Safety
HoD	Head of Department
HRD	Human Resources Department
MIP	Management Internship Programme
NSSF	National Social Security Fund
VC	Vice Chancellor

PREAMBLE

The Amref International University (AMIU) recognizes that staff is the greatest asset to achieving its objectives. AMIU is therefore committed to deploying HR best practices, policies and programmes that contribute to its being a leader in higher education.

The terms and conditions of employment expressed in this document are aimed at attraction and retention of high calibre faculty and support staff to meet the objectives of AMIU.

Core Values

AMIU's people management philosophy will be guided by its core values which among others, include:

- Professionalism
- Realisation of potential
- Promotion of lifelong learning
- Trust and transparency
- Equal opportunity employment
- Respect for human dignity and diversity
- Entrepreneurial culture

1. INTRODUCTION

1.1 Preliminary Provision

The terms, conditions of service and regulations are made by the University Council in accordance with and subject to the provision of the proposed Amref International University Constitution for the management of staff of the institution.

- a. These regulations shall come into force after approval by the University Council.
- b. These rules and regulations shall apply to all employees of the University.
- c. The Vice Chancellor shall interpret and administer these rules.
- d. Upon appointment, a copy of these rules and regulations shall be issued to the employee.

- e. Any amendment, review or modification of the rules and regulations shall not affect the employee adversely if at the time of such a review, amendment or modification, his/her particular case or cases happen to be under consideration.

1.2 Definitions

“The Amref International University”, means the strategic business unit and all its campuses.

“Council”, Means the University Council of Amref International University.

“Vice Chancellor” means the Chief Executive Officer of Amref International University.

“Employee” means any person employed by Amref International University.

“Wife” means a female legally married to a male employee.

“Husband” means male legally married to a female employee.

“Child” means child, stepchild or legally adopted child who is under 21 years old, unmarried and dependent upon the employee.

“Parent” means biological mother or father/guardian of a child.

“Academic staff/Faculty” means a person(s) employed by the University for purposes of teaching.

“Non-academic staff” means a person(s) employed by the University for purposes other than teaching.

“Probation” means the time an employee is under observation before confirmation into employment.

“Discipline” means the behaviour expected of all employees of the University.

“Staff Disciplinary Committee” means the committees set up by the University Council for discipline of employees.

“Misconduct” shall mean a breach of the terms and conditions of service, the service regulations or other policies of the University.

“Rules and Regulations” means rules and regulations approved by the Senate and University Council.

1.3 University Workforce

The University Workforce consists of the following:

1.3.1 Faculty

These are employees who hold positions of formal academic rank and other related positions. They are normally employed on an academic year basis and their duties consist principally of teaching, advising and counselling students, engaging in research and scholarly pursuits, and participating in the normal operations and functions of the academic community. They are eligible for all fringe benefits.

The terms of the contract will provide for gratuity equivalent to 25% of the consolidated salary, after serving continuously for one year, or for severance pay in accordance with the labour laws.

1.3.2 Administrative Staff

This group includes the Vice Chancellors, Administrative and Academic Deans, and Directors. They are normally employed on a 36-month basis (renewable), and their duties consist principally of planning, managing, and directing the execution, application, and conduct of the various objective functions and activities of the University. They are eligible for all fringe benefits.

1.3.3 Professional and Supervisory Staff

These employees include Associates, Assistants, Supervisors, Coordinators, Managers, Administrative Assistants, etc. They are normally hired on a 24-month basis (renewable), and their duties consist principally of providing specialised assistance to Administrative staff and/or performing supervisory and managerial functions in the operation of a department or section. They are eligible for all fringe benefits.

1.3.4 General Staff

This group includes those employees who implement and carry out the operating functions of a department or section as determined and assigned by the administrative and supervisory staff. They comprise Secretaries, Clerks, Cashiers, Technicians, Operating and Maintenance Personnel.

1.4 Categories of Appointments

1.4.1 Permanent and Pensionable Appointment

Upon appointment, an employee shall serve for a probationary period of six (6) months before s/he is confirmed on permanent and pensionable terms. The power of confirmation of all employees shall be vested with the Vice Chancellor. However, the HoD shall be expected to appraise the staff and make a report on the employee's suitability or otherwise for confirmation. Feedback will be provided to the employee who also has a right to comment on the same. Upon successful completion of the probation period, an employee shall receive a letter of confirmation.

Appointment on permanent and pensionable terms shall be in accordance with the provisions of AMIU's Pension Scheme Trust Deed and in compliance with the prevailing retirement benefits regulations.

1.4.2 Fixed-term Appointment

These are employees who are offered employment for a specific period ranging from a minimum of one year to a maximum of three years. At the end of the contract period, employment ceases and a new contract may be negotiated.

The contract terms and conditions are clearly stated and provided in the contractual agreement. The contract terms should provide for specific clauses and conditions for termination of service before the expiry date of the fixed contract should the need arise. The terms of the contract will provide for gratuity equivalent to 15% of the consolidated salary after serving continuously for one year or for severance pay in accordance with the labour laws.

1.4.3 Temporary Appointment

Temporary appointments may be offered for specific periods and purposes. They may be appropriately made to bridge short-term employment gaps when there is a vacancy, to fill in for regular employees who are absent for long duration on annual, study, maternity or sick leave, or to provide needed skills where it is undesirable to hire personnel on permanent terms of service.

Temporary appointments shall be restricted to a period of less than one year and shall be paid flat wages or salaries within the University's salary scale applicable, or as determined and approved by the Vice Chancellor and in line with the Employment Act,

1.4.4 Part-Time Appointments

The University also employs staff on a part time basis. This mainly applies to lecturers.

- a. Such employees are engaged for specific functions and they are expected to meet specific targets for which they are paid at agreed rates.
- b. When on duty, such staff are guided by the University regulations.

1.4.5 Attachment

These are arrangements with training institutions for students to be attached to the University for learning purposes. Their stay at the Amref International University should be governed by the Amref Health Africa internship policy, scheme, the University student attachment policy and the agreements with the collaborating or training institution. The student, if not insured by their college, will be required to obtain their own cover.

1.4.6 Consultancy Work

Persons engaged in this work are not University employees. They perform specific activities for the University such as resource persons for courses and workshops, or functional assignments. These are paid fees for their work. Their engagement should follow the guidelines attached as appendix.

In all the above categories of engagement a formal letter of appointment or contract agreement shall be issued and work will not commence before this is done.

1.4.7 Employment on Secondment

These are arrangements between the University and like-minded institutions, where employees of these institutions are seconded to the University for learning and exposure purposes. Such employment shall be governed by a formal contract between the organisation seconding its employee and the University. Such employees on secondment must abide by the operational rules and regulations of the University. The terms of secondment must be clearly spelt out in an agreed document.

1.4.8 Management Internship Programme (MIP)

This is a programme for providing students with first-hand experience on the job, and lasts for a period of not more than six months (non-renewable). Such students will be placed on internship in accordance with the labour law.

1.4.9 Expatriate Terms

These are terms for non-East African employees. A formal contract shall be drawn up to govern these terms. The Council will approve the appointment all expatriates.

1.4.10 Visiting Lecturer/Professor

A Visiting Lecturer or Professor is one who is invited by Amref International University as a renowned scholar in a particular subject to give a lecture or

conduct research, usually for short periods not exceeding one year. The purpose of a visiting scholar is generally to bring to the University an exceptional contribution that enriches the community's intellectual and research endeavours. The arrangement will be formalised in writing.

1.5 Categories of Engagement

In all the above categories of engagement a formal letter of appointment or contract agreement shall be issued by the Vice Chancellor.

1.6 Principles Governing Recruitment

Amref International University policy is to recruit, hire, train and promote people in all workforce categories primarily, on the basis of their individual capacities to perform work assignments, and secondarily on the basis of their ability to contribute to the welfare of the institution. Amref International University is an equal opportunity employer and factors such as gender, sexual orientation, race, age, ethnic origin, or religious preference will not be a basis for recruitment, training or promotion, except in those rare cases where gender may be a legitimate and necessary consideration, relative to qualification, for job performance.

Appointments to University faculty and staff positions will therefore be monitored to ensure that the University is continually moving toward the goal of appropriate employment levels of women and members of minority groups:

- a. All recruitment will be conducted on a competitive basis. Announcements, whether internal or external, shall be conducted in transparent manner and all suitably qualified candidates will be accorded an equal opportunity.
- b. Vacancies will be advertised widely to ensure that the information reaches a wide audience of potential candidates. In all cases, the best candidate will be awarded the job.
- c. All selected candidates shall be inducted in the University to enable them internalise the institution's vision, mission and philosophy

1.6.1 Recruitment Process

- a. The requesting department will complete a request to fill the vacant position, and after relevant approval, submit it to the Human Resources Department (HRD) who will advertise the position.
- b. Soon after the deadline for applications, candidates shall be short-listed by a committee appointed by the Vice Chancellor.
- c. The University Council shall approve faculty employees on the recommendation of a selection panel established by the University Council.
- d. Administrative and professional employees shall be approved by the Vice Chancellor on the recommendation of a selection panel established by the Vice Chancellor.
- e. Casual appointments shall be made at the discretion of the University Management Board.
- f. Temporary appointments shall be made with written authorisation from the Vice Chancellor.

1.6.2 Appointment Procedure

- a. Following recruitment, selected candidates shall be offered the post in writing by the Vice Chancellor on behalf of the University Council. An offer of employment shall include details of remuneration and the terms and conditions of employment.
- b. No person below the age of 18 years shall be eligible for appointment. No person with a criminal record involving moral turpitude shall be eligible for appointment by the University.

1.6.3 Medical Examination

- a. A Medical Officer approved by the Management Board shall examine every successful applicant. Any appointment shall ensure that every employee is fit for service.
- b. All offers of appointment are subject to satisfactory medical reports on the fitness of the person engaged to undertake the duties of the post.
- c. The University may also require such medical examination of an officer any time during the course of his/her employment where it is found necessary.

1.6.4 Confidential Reference

- a. The University will seek confidential reference in respect to candidates recommended for permanent/contractual appointment. Such reference may be sought after the interview of candidates or during the probation period.
- b. Any false statement made by an applicant in connection with his/her application for employment may render him/her liable to summary dismissal should s/he be employed.

1.6.5 Orientation

The Human Resources Office will conduct an orientation session with each new employee. The Department Head or Supervisor shall allow the new employee time off to attend this session. The following topics will be covered:

- a. The organisation of the University and its Administrative Officers and Department Heads;
- b. Human Resource management policies and practices;
- c. The benefits offered by the University and other social, athletic and cultural opportunities;
- d. General University operating procedures;
- e. Safety regulations and awareness;
- f. Security regulations;
- g. Benefits Administration Forms; and
- h. Other information of value and interest.

Continued orientation and job training on a day-to-day basis is the responsibility of the Department Head or Supervisor concerned.

1.6.6 Cultural Diversity Policy

This policy reaffirms AMIU's position on non-discrimination. It provides for the development of a climate of tolerance and pluralism and condemns all forms of intolerance.

Through ongoing education, the University seeks to ensure that the entire campus community will have a heightened sensitivity to the value of diversity and the dangers of intolerance and racism/tribalism.

The AMIU community consists of a wide variety of people who come from diverse backgrounds. AMIU subscribes to the belief that higher education is best served when members of the community have opportunities to interact with individuals who come to the campus with a variety of beliefs and past experiences. In such a pluralistic environment, different values and ideas can interact, be examined and be evaluated. The University will promote pluralism by fostering an environment that encourages the acceptance of individual differences and is characterised by fair and equitable treatment of all.

The University will not tolerate harassing or abusive behaviour directed at any individual or group because of their race, ethnicity, ancestry, tribe, religion, sexual orientation, age, gender, or physical or mental disability. Individuals who engage in activities that are threatening, harassing, or which foster intolerance, or exhibit behaviour which is inconsistent with the mission of AMIU, may face removal from the University.

Initial complaints concerning alleged violations of the University policy on cultural diversity should be brought to the attention of the Dean of Students in student-to-student incidents, and to the Director of Human Resources in the event it involves a University employee.

1.6.7 Date of Appointment

Unless otherwise specified, an officer's date of appointment shall be deemed to be the day of assumption of duty.

1.6.8 Contract Appointment

An officer appointed on contractual terms shall be subject to the provisions of these regulations, except when it is otherwise specified in these regulations or in the letter of appointment.

1.6.9 Job Description

The University shall produce a job description manual, for all established positions and a summary of this shall be issued to all employees, clearly indicating the duties to be performed and to whom they will be responsible. The various posts shall be graded into job groups, which will be published in different manuals.

1.6.10 Delegation of Responsibility and Authority

The University Council may delegate its powers and authority to the Vice Chancellor who in turn will delegate part of this to his immediate assistants or managers. It is in this team spirit that the managers and supervisors will be encouraged to do the same with their subordinates. When responsibility is delegated, the requisite power and authority will also be given to ensure efficient performance of the work. Delegation shall not mean abdication of the manager's responsibility and accountability for the job.

1.6.11 Acceptance of Offer

All acceptances of offers of employment shall be communicated in writing to the Deputy Vice Chancellor – Administration. It will be assumed that the offer has been rejected if it is not accepted within the time specified in the letter.

1.6.12 Assumption of duty

A successful candidate shall assume duty within thirty (30) days from the date of appointment, except under special circumstances when extension has been made by the Vice Chancellor in writing. The appointment shall become effective on the date of assumption of duty.

2. REMUNERATION

2.1 Job Grading and Salary Structure

The University will develop a job and salary grading structure based on an agreed job evaluation method approved by the University Council. A Job Evaluation Committee will be established with the major role of reviewing any new or changing jobs. The salary and job grading structure shall form an appendix to this manual.

2.2 Salary Reviews

Regular salary reviews will be carried out based on market surveys from an agreed comparative analysis.

Market reviews will be established every 3-5 years, or in accordance with current best practices.

The University Council will, from time to time, determine the best market placement for the University salary scale. The median or the 75th percentile of the market will be considered based on affordability and availability of key staff/faculty. The decision of the University Council will be final.

2.3 Salary Payment

Payment of salaries will be made once a month and in arrears at the end of each month. The salaries are subject to deductions of the government taxes and any other statutory deductions.

2.4 Salary Increments/Adjustments

2.4.1 Cost of Living Adjustment (COLA)

A cost of living adjustment will be approved by the council based on cost of living indices for the preceding 12 months and affordability by the university. Cost of living adjustments will be applied to all employees.

2.4.2 Performance-based salary adjustments

Performance-based pay will be adopted by the University and appropriate criteria for linking pay to performance will be developed and approved by the Council. High performers will attract increment and poor performance may lead to no increment at all. Employees will be informed in writing. Normally, increments shall be implemented during the calendar year subject to improved general financial performance of the University.

3. CODE OF CONDUCT

An organisation can only function properly if it sets up or establishes certain rules and regulations to govern the working conditions and standards of behaviour or discipline for its employees. It also has to set up rules that control the use of its finances and property.

The following is a summary of such rules and regulations governing the Amref International University. These rules should be read in conjunction with other terms and conditions of employment plus the offences referred to in subsequent headings in this manual. The rules and regulations are not exhaustive. Management will therefore, from time to time, issue rules to cover future operations. The summary of these rules and regulations are:

3.1 Working Hours

- a. The average working hours per week shall be 48 spread over 6 days of the week including rest/or tea and lunch breaks. Every employee shall be entitled to one day off with pay during the week.
- b. The actual time for reporting and leaving on a daily basis shall be determined by the management but will be within what is specified in clause (a) above.
- c. Employees are required to be at their place of work at least 15 minutes before the reporting time, and not leave work before the official departure time.

3.2 Overtime

- a. Employees may be required to work extra time, over and above the stipulated hours of work. The employees so requested should comply. Working for such authorised extra hours shall be regarded as overtime and be compensated with time-off since no cash emoluments will be given.
- b. Employees will qualify for overtime as per the Labour laws.

3.3 Time Recording

- a. All part-time lecturers are required to account for all their working time. Time must be recorded accurately and on a daily basis.
- b. To ensure prompt payment of salaries, time sheets must be submitted on time by the end of the first working day of the following month.
- c. It is the responsibility of the (Cost Centre Director)/the staff in charge of tuition to ensure that clause a) and b) on time recording are adhered to.

3.4 Attendance at Work

Employees are required to report to their place of work 15 minutes before duty hours and be ready to work at the specified time. Where there is a check-in procedure the employee should sign in or check in and out as required at the time of opening and closing the offices. Employees are expected to be punctual at all times.

3.5 Absence from Work

If an employee is unable to report for duty for any reason s/he will be expected to inform the Vice Chancellor or the immediate Manager/Supervisor, within the day, giving reasons for the absence. If absence is not due to sickness, payment for the day will be deducted unless approval is given to offset it from annual leave.

In case of illness, the staff member should report to work with a doctor's certificate granting the sick off. Being absent from duty without a good reason constitutes a major offence. Where a staff member absents himself/herself from duty for a period of 3 consecutive days or more, and his/her whereabouts are

unknown, it shall be considered desertion and s/he will be considered to have terminated his/her employment. Habitual absenteeism will also be a cause for termination of services.

3.6 Lateness and Early Departure from Duty

If an employee is perpetually late for duty for over 15 minutes or quarter of an hour, or leaves work earlier than the stipulated time, s/he will be subject to disciplinary actions as stated in the rules and regulations.

3.7 Professional Conduct and Etiquette

All University employees are at all times expected to be courteous and maintain the highest standards of deportment and etiquette in the workplace and outside. Formal decent wear is the official dress code of the AMIU. Employees must be polite to all members, students, the University Council and the clients, both in and out of the University premises, as detailed below:

- a. Employees must conduct themselves in a manner that can only give credit to and enhance the University's reputation. Good interpersonal relationships between employees are encouraged for the sake of good management and image of the University.
- b. An employee shall conduct himself in a manner that promotes universally-recognised rights and freedoms of persons in order to protect the dignity of a person that the University seeks to serve.
- c. An employee shall at all times uphold the dignity of the University by conducting his/her official duties and his/her private affairs with integrity and in a dignified, honest and impeccable manner.
- d. An employee shall respect, protect and promote the human rights and freedom of everybody in the University without discrimination on the basis of race, ethnicity, sex, political opinion, disability, religion or culture.
- e. An employee shall, at all times, be guided by merit and sound judgment in giving any services or granting opportunities to persons who seek such services or opportunities from the University.
- f. An employee shall respect, promote and comply with the Rule of Law.

- g. The Academic Staff:
 - i. An employee who is a member of the Academic staff of the University shall organise his/her instruction, assessment and examination in a manner that complies with all institutional requirements and expectations.
 - ii. An employee who is a member of the Academic staff of the University shall ensure that the examinations are delivered to the students as scheduled, and that the result thereof is processed without undue delay.
 - iii. An employee shall exercise resilience, care and attention in the performance of his/her duties, and shall seek to achieve high standards in teaching or administrative duties.
 - iv. An employee shall promote the culture of research among University students, and shall assist in the overall development of the student as a scholar and a decent human being.
 - v. An employee who is involved in the conduct of examinations shall ensure that the contents of the examination papers are kept secret and are only released to students when they are sitting for the particular examination.

- h. For the purpose of sub-grade (v), an officer is involved in the conduct of examinations if his/her duties relate to:
 - i. Setting or moderating of the examination;
 - ii. Typing, printing, photocopying, or otherwise producing or reproducing the examination papers;
 - iii. Transporting examination papers;
 - iv. Invigilating the examination;
 - v. Making or entering of grades attained, or if his/her duties otherwise give him/her access to examination papers or their contents.

- i. An officer whose duties involve the grading or assessment of examination performance shall at all times be guided by the rule of merit in grading of assessing the examination candidates.

- j. An officer shall observe the Principles of the Law governing intellectual property, copyright and other related matters in order to promote the culture of research and to uphold the integrity and academic freedom that members and students of public universities enjoy.

3.8 Certificates

Every employee is required to produce relevant copies of their academic certificates and diplomas for the University's personnel files.

3.9 Timekeeping

Employees must report to work on time, as per the laid down procedures and duty shifts. Lateness is an offence and all such cases should be reported to the Human Resource for administration of disciplinary action.

3.10 Courtesy

All employees are expected to maintain cordial relations with all other employees, senior or junior. Being in a service-oriented institution, courtesy is an integral part of the University work. All employees are therefore required to be polite to all University clients and members. Employees should make it a habit to use courteous language. Words like "Thank you", "Pardon me", "I am sorry" etc., should be regular vocabulary for all University employees. Saying "hallo", "good morning/afternoon", or "bye" helps to ease tension and improve the working environment.

3.11 Availability

An employee must not leave his/her place of work during working hours without the knowledge or permission of the supervisor.

3.12 Work

Employees must carry out work allocated to them in time and must not loiter around the offices or around the premises. They must obey their Supervisors/Managers and respect authority placed over them in the course of duty.

3.13 Sleeping

Sleeping whilst on duty is not allowed.

3.14 Strikes

Engaging in strikes or refusing to carry out assignments is prohibited.

3.15 Negligence

Negligence and carelessness at work is not allowed and this could be grounds for disciplinary action.

3.16 Smoking in the University

Smoking is not allowed on the University premises and official functions. AMIU is a non-smoking environment.

3.17 Spitting in the University

Apart from being unsightly, spitting spreads germs. Spitting anywhere in the University is therefore prohibited.

3.18 University's Equipment, Assets and Finances

Employees must protect the University's assets and finances and not cause damage or losses of the same. Employees bestowed the use of University equipment by the nature of their work are required to handle or use such equipment only for the assigned business and with care. Wilful damage or loss of any equipment shall be the responsibility of the employee and the cost of repair or replacement will be recovered from the employee's wages.

Inappropriate operation or use of any equipment is subject to disciplinary action, up to and including termination.

An employee is not permitted to hire the University property/assets for his/her personal benefit without permission from the Vice Chancellor.

On rare occasions when employees using the University's vehicles may have to take refreshments after an official assignment or are late and the vehicle cannot be returned to the University's garage/parking, the officer in charge of the group must ensure the vehicle's safety and security, and also make sure the vehicle is not misused in any way. During such an outing, the group is also expected to observe the highest standards of decorum or good conduct. Any staff member who wilfully or negligently causes damage to the University property will be held responsible and be asked to pay for the cost of repair or replacement.

An employee who is provided with the University's vehicle must use it with care but will not be allowed to use his own vehicle without good reason and then claim allowances for its expenses. Prior approval is required for an official vehicle to be used for business other than that of the University.

3.19 Identification Cards

All employees will be issued with a University picture identification card. All employees are required to wear their badges at all times while on the University's premises. Loss of a badge should be reported to the DVC Administration and Finance.

3.20 Personal Hygiene and Appearance

The appearance of University employees is important in enhancing the confidence of the clients and members. Employees are expected to be clean, to dress decently and smartly at all times. For male employee a clean shirt, tie and jacket/coat during office hours will be required while female employee must be smart and presentable at all times. Those employees who wear uniforms must keep them clean at all times.

3.21 Staff Uniforms

The University may, under certain conditions, provide uniform for a category of staff engaged in particular types of work. These uniforms remain the property of the University. The work of certain categories of employees, which involves unusual wear and tear on clothing or require them to be outdoors during bad

weather, may need uniforms. All employees who fall within the group will be provided with uniforms. There may be other cases where employees need to be identified by means of uniforms. All employees who fall in these groups will be provided with uniforms. Categories that qualify for uniform include drivers, messengers, receptionists and the tea persons. The drivers' uniforms should consist of suits (jackets and trousers) shirts (4) and ties (2), shoes and raincoats. The tea person will be provided with a dustcoat and an apron. The quality of the uniform shall be determined by the Management. Issuing will be done on the basis of wear and tear.

3.22 Fighting or Quarrelling

Fighting or quarrelling among employees is prohibited at the place of work or even outside the premises. In the event of any misunderstanding or problems at work, the employees should contact the Head of Division/Department as the first step of solving the problem.

3.23 Character Assassination

Indulging in character assassination of fellow employees or the Management team or Council members is prohibited.

3.24 Use of Abusive Language

Use of abusive or obscene language to a Supervisor/Manager or fellow employee is prohibited.

3.25 Soliciting Favours, Gifts or Bribes

Employees are prohibited from soliciting or accepting favours, gifts or bribes in return for goods or services procured by the University, or to extend such favours, gifts or bribes to a customer of the University for whatever goods or services that the University is providing.

3.26 Buying and Selling

Gambling, touting, and betting, or sale of goods by employees on the University's premises is not allowed. Contribution and distribution of literature and sale of tickets without prior permission from Management is not allowed.

3.27 Honesty

Honesty is the best policy. Deliberate cheating or lying to other employees, Management, clients or members is prohibited. University clients will only maintain loyalty to the University if they know that their person and their belongings are safe and secure while in our premises. Theft or embezzlement of funds is gross misconduct.

University clients and other University users may sometimes leave their things behind in the rooms or around the University premises. It is important that such items are secured and handed over to the Division Head or any Senior Management staff at the earliest possible opportunity.

3.28 Sexual Misconduct

Amref International University is committed to a safe and healthy environment and as such will not tolerate sexual assault and sexual harassment in any form. Sexual assault is a crime; sexual harassment is a violation of country's laws; and both are violations of individual rights and dignity. Sexual assault and sexual harassment are not only acts of disrespect, violence, aggression or coercion against an individual, but also are attacks on our University community.

Sexual harassment and sexual assault committed by Faculty, Administration, staff, and students, whether on or off campus, is prohibited and will not be tolerated. This applies, but is not limited to, prohibited conduct which occurs in academic, educational, extra-curricular, athletic, residential and/or other University programmes.

Amref International University encourages victims to report sexual assault and harassment incidents to appropriate University authorities. Perpetrators of sexual assault or harassment will be subject to strict disciplinary action by the University, up to and including suspension, expulsion, discipline or termination of employment. Retaliation against an individual, who brings a complaint, participates in an investigation of sexual assault or harassment, or pursues legal action is prohibited and will not be tolerated.

3.28.1 Consensual Relations

Students, faculty, and staff members should understand that even apparently “consensual sexual relationships”, particularly those among persons of unequal status, may not in fact be consensual. For example, anyone who engages in a sexual relationship with a person over whom he or she has any degree of power or authority must understand that the validity of the consent involved can and may be questioned.

3.28.2 Definitions

a. Complainant

The person filing a complaint with the University under the Sexual Assault and Sexual Harassment policy.

b. Consent

Consent is words or conduct indicating a freely given present agreement to perform a particular sexual act with the actor. Consent can only be given or implied by someone who: acts freely, voluntarily, and with knowledge of the nature of the act involved.

Consent cannot be given if someone is:

- Incapacitated by drugs or alcohol
- Coerced into submission
- Not conscious
- Physically incapacitated
- Mentally incapacitated

- A minor

Consent cannot be inferred from:

- Permission for one particular act
- A prior sexual, romantic or marital relationship
- An existing sexual, romantic or marital relationship

c. Respondent

The person named as the perpetrator in a complaint.

3.28.3 Sexual Assault

Sexual assault under this policy is any sexual contact with another person who does not or cannot give consent. This may or may not include force. The use of alcohol or drugs does not diminish a person's responsibility for assaulting someone. Sexual assault includes, but is not limited to:

- Unwanted sex by an acquaintance or stranger
- Unwanted touching, fondling, grabbing
- Use of coercion to cause submission

3.28.4 Sexual Harassment

Sexual harassment is a form of sex discrimination. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favours, displays of sexual material, and other verbal or physical conduct of a sexual nature when:

- a. Submission to such conduct is made a requirement, either explicitly or implicitly, of an individual's employment or education,
- b. Submission to, or rejection of, such conduct by an individual is used as a basis for employment or educational decisions affecting such individual, or
- c. Such conduct has the purpose or effect of interfering unreasonably with an individual's employment or academic performance and/or creating an intimidating, hostile or offensive employment, educational or living environment.

Prohibited conduct includes, but is not limited to, repeated offensive sexual flirtations, advances or propositions; verbal abuse of a sexual nature; graphic or degrading verbal comments about an individual, his or her appearance or gender; display of sexually suggestive objects or pictures; or any offensive or abusive physical contact.

Sexual harassment is a form of misconduct which undermines the integrity of both employee and student relationships. Sexual harassment does not refer to occasional compliments. It refers to behaviour which is not welcomed, which is both personally and objectively offensive, which debilitates morale, and which therefore interferes with the studies and work effectiveness of its victims or peers.

Sexual harassment, whether committed by Administrators, Faculty, staff, students, or visitors, is prohibited and will be subject to strict disciplinary action by the University, up to and including suspension, expulsion, discipline, or termination of employment.

Vice Chancellors, Deans, Directors, and Department Heads should take appropriate steps to disseminate this policy statement and to inform students and employees of procedures for lodging complaints. Behaviour may violate this policy when it does not rise to the level described in the above definition, but if repeated or continued, could do so.

Sexual harassment may include, but is not limited to:

- Unwelcome or repeated sexual advances
- Offensive, disparaging remarks about one's gender, marital status, sexual orientation, or appearance
- Jokes about gender-specific traits
- Remarks about one's physical appearance that imply sexual interest
- Subtle pressure for sexual activity, including sexual propositions
- Unnecessary brushes or touches, including pinching, patting, or grabbing
- Displayed offensive sexual graffiti, gestures, cartoons, or pornography

- Sexual innuendoes or obscene gestures
- Communications (oral, written or pictorial) with sexual overtones. This includes hardcopy, email and internet.
- Sexually offensive remarks disguised as humour
- Unwanted gifts, staring, leering, or unwanted attention.

Sexual harassment can involve:

- Student and student;
- Teacher and student;
- Teacher and teacher;
- Supervisor and employee;
- Co-workers who are equal in status;
- Co-workers when one of the individuals is in a position of professional judgment over another;
- A University employee or student and a contractor, consultant, vendor, visitor or third party who deals with the employee or student in connection with University business or activities.

3.28.5 Consequences of Sexual Harassment

Sexual harassment affects the victim of harassment. The student or employee may suffer a diminished ability to work and study, which may have a lasting impact on one's career or a loss of confidence in the University's ability to provide a comfortable and safe environment for work and learning. A student's educational goals may also be significantly affected if the student decides to avoid certain courses, change his or her area of study, or transfer to another institution. In addition, sexual harassment has a negative impact on the University and the Department(s) involved. The University and the Department(s) may experience an atmosphere of fear, intimidation, declining work productivity and office morale. A person found responsible for sexual harassment may face:

- Student disciplinary action; or
- Letter of reprimand; or
- Denial of promotion; or

- Demotion; or
- Suspension; or
- Termination.

3.29 Infectious or Contagious Diseases

Any employee who may suffer from an infectious or contagious disease which may infect other employees must report to Management. Even those employees whose family members are infected with such diseases should report in order to take the necessary precautions to protect fellow employees.

3.30 Alcohol, Prohibited Drugs and Substance Abuse

Consumption of alcohol, intoxicating drugs and substance abuse at the place of work is prohibited. Being drunk on duty or reporting to work while under the influence of alcohol or any other intoxicating drug is absolutely unacceptable.

3.31 Criminal Acts

- a. Involvement in criminal acts will not be tolerated or accepted.
- b. Forging of documents is prohibited and it is an offence.
- c. Removal or stealing of the University's property is prohibited.
- d. Malicious damage of the University's or fellow employee's property is prohibited.

3.32 Press Statements

All staff members are strictly forbidden from publishing any confidential information in either written form or passing any confidential document/information, which came to their possession in their official capacity, except with the approval of the Vice Chancellor. All confidential matters of the University must remain confidential.

3.33 Confidentiality/Standing Orders

All matters pertaining to the University and its clients should be considered confidential and should not be divulged to anybody without the consent of Management. Employees must maintain professional secrecy at all times.

3.34 Conflict of Interest

Employees are not allowed to engage directly or indirectly in any business activity that competes with that of the University. Moonlighting or engaging in other employment, whether related to the University's work or not, without authority is not allowed. To avoid actual conflict of interest or appearance of it any staff member who engages in remunerated activity in any field related to the University's work must have prior written approval from the Vice Chancellor. This includes consultancy, training work or giving speeches at conferences and participation in related activities. University employees are expected to give full time attention to their work. Therefore, other jobs/work or private commercial activities within or outside working hours are not permitted.

3.35 Change of Address and Personal Status

Employees are required to notify the DVC Administration of any change of postal address or personal status in writing, and an update of staff bio data will be done and the same submitted to the Department of Human Resources.

3.36 Use of ICTs/Telephones

The telephone and faxes in the University are strictly for the University's business. Personal calls, if any, should be limited and must be made through the switchboard.

3.37 Data Security/Communication

Information to do with University must be protected. All staff using codes must make sure that copies of those codes are stored in the University safe.

3.38 Right of Search

All employees must be aware that the University reserves the right to search any employee or his/her property on entering, leaving or within its premises as a routine, or in cases where it is suspected that certain property or equipment belonging to the University, client or employee is missing.

3.39 Standing Orders/Staff Notices

Each employee is required to make himself or herself familiar and abide by such orders or instructions as may be issued by the University by means of circulars or staff notices from time to time. These standing orders or instructions form part and parcel of the employee's terms and conditions of employment.

3.40 Political Activities

Amref International University is committed to free and open discussion of ideas and opinions, and encourages students, faculty members and staff to exercise their civic rights to participate as individuals in the electoral process.

Further, the University maintains the following policy with respect to political activities on campus:

- a. With regard to support of or opposition to candidates for election to public office, members of the University community are free to express their opinions and engage in political activities in their individual capacities, but must avoid the appearance that they are speaking or acting on behalf, or with support, of the University.
- b. No person may, on behalf of the University, engage in activity in support of, or opposition to, a candidate for elective public office (including giving or receiving funds or endorsements), nor shall University resources be used for such purposes.

All employees must abide by the following rules in particular:

- a. The name, seal, insignia, marks, and letterhead of the University or of any of its Schools, Departments or Programmes shall not be used on letters or other materials intended for partisan political purposes.
- b. No University office or communication channels shall be used as a mailing address for partisan political mailings, nor shall telephone service that is paid by the University be used for partisan purpose.
- c. The University title of a Faculty or staff member, or other person should be used for identification purposes only and, when there is any prospect that the use of the title could be mistaken as an endorsement by the University,

should be accompanied by a statement that the person is speaking as an individual and not as a representative of the University.

- d. University services, equipment such as copying machines, computers, telephones and supplies shall not be used for partisan political purposes.
- e. No University employee, as part of his or her job, may perform or be asked to perform political tasks.
- f. University facilities will not be rented to candidates (or their campaigns) for elective public office.

4. PERFORMANCE MANAGEMENT

4.1 Work Planning and Performance Appraisals

The policy of the University is to carry out, on a regular basis, an annual performance appraisal for each of its employees as a means of determining him/her work performance and to help in formulating the career development of that employee.

This exercise will be carried out based on the job description and annual targets/work plan that shall be agreed upon between every employee and supervisor. The performance standards set for the work plus the expected results and key performance indicators shall be clearly spelt out:

- a. The work plan with specific targets shall be documented by end of the previous period and placed in each employee's file. The work plan and targets will be the basis of performance appraisal as indicated above.
- b. Continuous monitoring and progress reviews will be done as building blocks to the annual performance appraisal.
- c. The purpose of the appraisal is to ensure that the employee is carrying out his/her work efficiently and understands the mission and objectives of the University and his/her own work.
- d. The appraisal offers an opportunity for both the employee and the supervisor to discuss performance during the preceding period, both in terms of strengths shown and areas requiring improvement. It is also a way of devising strategy and plans for improved performance and professional development, as well as any other matters that relate to the job and work

environment. The results of these appraisals will be augmented with relevant feedback from colleagues and the University clients regarding the employee's performance. Thereafter, corrective measures will be taken.

- e. For performance appraisal, managers and supervisors should reflect on modern literature on this subject

Note: Performance appraisal methods will be reviewed from time to time to reflect modern practices.

4.2 Promotion

When a vacancy occurs (except for academic staff), the management will first consider for promotion the existing employees who have adequate qualifications and experience required for the post. In this case the vacancy should be advertised on the staff notice boards inviting applications from within. At times the same vacancy may be advertised in the local press to consider outsiders alongside the employees. Where the employee is found suitable, s/he will be promoted into the position and be given a trial period of three months plus all the necessary help and guidance for success. Should the employee fail to meet the required standard of performance s/he may have to revert to the previous position held by him/her.

During the trial, the employee will receive a responsibility allowance until confirmed into the position. It is to be noted that promotions are at the sole discretion of Management and the relevant University Council Committees.

4.3 Transfers

- a. The University may transfer any of its employees to any of its satellite campuses or strategic business units, if need be, for either temporary assignments or on a permanent basis. In either case, the employee will be given sufficient notice to prepare for the move.
- b. For temporary transfer (i.e., a period not exceeding 6 months) it will be a minimum of 2 weeks' notice, and for a permanent move it will be 2 months' notice.

- c. In all these cases the University will meet the cost of travel to the new station plus a settling in allowance/subsistence allowance, which is stipulated in the Human Resource document.
- d. Transfer from one position to another within the station is considered normal utilisation of staff and does not come under this heading.

5. TRAINING AND DEVELOPMENT

- a. The policy of the University is to encourage training for its employees as a means to their career development.
- b. Training also assists employees to improve their skills and knowledge in order to perform their work effectively and efficiently, thereby increasing their productivity in the University.
- c. To develop the employees in academic, professional abilities and skills, short term training courses or other courses of study may be offered by the University.
- d. In other cases, training may be offered through other training institutions in the country or outside of it. Continuous formal learning contributes to personal satisfaction and better job performance, which in turn prepares the person for the next stage in their career development.
- e. All employees are eligible, after confirmation of appointment, to apply for any course relevant to their line of work.
- f. The courses which will not be sponsored or paid for by the University are those involving sports, games or hobbies, private instruction or lessons, and courses that started before the employee became eligible. However, if the course is related to the work, the Vice Chancellor at his/her sole discretion may take over some of the fees following the eligibility of the employee.
- g. There are two types of study courses that can be pursued:
 - i. Work-related short courses/seminars that are intended to build specific skills and knowledge. All or part of attendance may take place during working hours within the University's premises or outside, but should be arranged in such a way that it minimizes the disruption of duties of the

employee. The University will bear the cost of all approved courses, but may introduce a cost-sharing arrangement on a case-to-case basis.

- ii. Work-related longer courses of the duration of more than a month will be afforded to high performing employees and will be solely at the discretion of the Vice Chancellor in consultation with the relevant divisional s/he heads and/or the Human Resources Development Committee of the University Council.
- h. The above efforts by the University do not bar any employee from undertaking private studies to acquire higher standards of education. The University may make a token assistance, in financial terms, after the employee attains the qualifications.

6. GRIEVANCE SETTLEMENT AND DISCIPLINARY PROCEDURES

6.1 Grievance

Policy

The success of the University depends to a large extent on the manner of handling and utilising the human resources within it. It is therefore the policy of the University that employees should:

- a. Be given a fair hearing by the University in the event of any grievances arising at the place of work.
- b. Have the right to appeal to a Senior Manager against a decision made by their Immediate Supervisor or Manager.
- c. Have the right to be accompanied by a fellow employee of his/her choice when raising a grievance or appealing against a decision.

Procedure

The aim of the procedure is to settle the grievance as early as possible.

The main stages through which a grievance may be raised are as follows:

- i. The employee should raise the grievance in the first instance with his/her Immediate Supervisor who will meet both parties and try to resolve the problem(s) as soon as possible. In stating the case, the

complainant/employee may be accompanied by a colleague of his/her choice.

- ii. If the employee is not satisfied with the decision of his/her immediate superior s/he may wish to submit a written statement to the respective Head of Division/Unit who will endeavour to resolve the matter.
- iii. In the event that the employee is still not satisfied with the decision, s/he may appeal to the Vice Chancellor who will make the final decision. In arriving at a decision, the Vice Chancellor may seek the advice of the Staff Committee.
- iv. The decision of the Vice Chancellor shall be final and will be communicated to the employee in writing.

6.2 Disciplinary Actions

- a. The University expects all employees to obey the University's rules and regulations and carry out their contractual obligations in terms of the work assigned to them. It is also important for employees to behave well and portray a positive image of the University and themselves towards their colleagues, the Council, the public and the University clientele.
- b. Any employee who involves himself/herself in misconduct or in any way goes against the University's rules will be subject to disciplinary action which may be in form of warnings, fines, suspension or dismissal.
- c. It is the policy of the University that if disciplinary action has to be taken against any employee it should:
 - i. Be undertaken only in cases where good reason and clear evidence exists.
 - ii. Be appropriate to the nature of the offence committed.
 - iii. Be demonstrably fair and consistent with previous action in similar circumstances.
 - iv. Allow the employee the right to be present during formal proceedings against him/her.
 - v. Allow the employee the right of appeal against any disciplinary action.

The purpose of discipline is to correct the behaviour of the employee who has violated the University rules and regulations and to restore the right behaviour.

6.2.1 Types of Disciplinary Actions

When the employee violates or breaks any of the regulations or commits any of the offences stipulated in this manual and is found guilty, the Management will, depending on the gravity of the case, impose the following measures:

- i. Verbal warning
- ii. Written warning
- iii. Final warning
- iv. Salary deduction for loss of the University's property in order to recover the cost of the missing item
- v. Termination of employment
- vi. Dismissal from employment
- vii. Retirement

6.2.2 Disciplinary Hearings & Appeals

Every employee is entitled to be present during the meetings determine his/her matter. Appeals against decisions arrived at by the Staff Committee will rest with the Vice Chancellor for staff, while for those of Senior Lecturer and above will rest with the DVC – Administration and Finance.

6.2.3 Categories of Offences

6.2.3.1 Minor Offences

The following offences are classified as minor offences:

- i. Lateness for duty or leaving work before the scheduled time
- ii. Loitering in the premises by leaving one's place of work
- iii. Entertaining personal visitors at the work place without approval
- iv. Conducting oneself in a disorderly manner and making noise; disturbing other employees or making inappropriate gestures to fellow employees
- v. Failure to wear uniform while on duty
- vi. Failure to conform to established rules and regulations on safety

- vii. Failure to attend training as may be required by the Management
- viii. Failure to maintain sanitary/hygienic conditions in one's immediate working area or littering
- ix. Being sloppy in personal appearance

For these offences, a verbal or written warning will be issued by the immediate Supervisor or Manager in charge.

A maximum of two warnings will be issued, but on the third incident the employee's services may be terminated. In very rare circumstances the employee may be given a final warning instead of termination, if it is considered by the Vice Chancellor that the matter deserves humanitarian consideration.

In preparing warning letters the following details should be included:

- i. The specific offence committed and the date.
- ii. Some advice to the employee as to how s/he should have conducted himself/herself in the circumstances in which s/he committed the offence.

6.2.3.2 Major Offences

These are offences, which reflect on an employee's behaviour in carrying out his/her duties. Committing any of these offences will result in termination of employment. However, in special circumstances a final warning may be issued.

The following are classified as major offences in the University:

- i. Absence from work without permission or reasonable cause.
- ii. Carelessness or negligence in the performance of duties which may result in loss or damage to the University's property.
- iii. Presentation of a forged medical certificate to cover one's sickness, or failure to produce a medical certificate for purported sick leave.
- iv. Giving false testimony against fellow employee or about incidents affecting the University.
- v. Unsatisfactory performance of one's work/duties and low efficiency as supported by the performance appraisal report.

- vi. Possession of the University's property in one's briefcase, handbag or locker without prior approval.
- vii. Driving or operating any University vehicle, machinery or equipment without permission.
- viii. Vandalizing the University's property.
- ix. Over-fraternising with the University's guests or clients within the premises.
- x. Encouraging malicious mischief to University's clients or fellow employees.
- xi. Conducting personal business in during working hours.
- xii. Use of abusive language towards University's clients, fellow employees, supervisors/ managers and any acts of discourtesy.
- xiii. Smoking in prohibited areas.
- xiv. Sleeping on duty.
- xv. Creating and indulging in gossip or prying into personal or private affairs of fellow employees with a view to damaging their image.
- xvi. Wilful and deliberate display of obscene and indecent pictures or pornography/films within the University premises.
- xvii. Altering of documents belonging to the University in order to cover up wrongdoing.
- xviii. Issuing press statements or articles that affect the University's interests without the approval of the Vice Chancellor. Failure to report serious infectious diseases that has affected family or self and which subsequently infects fellow employees.
- xix. Canvassing for the support of influence of the Council members and Senior Management to advance one's interests in matters to do with one's employment at the University, including promotion, discipline or separation.

6.2.3.3 Serious Offences/Gross Misconduct

These are offences that are grave and also criminal in nature. Employees found guilty of any one of these offences will be liable for summary or instant dismissal from employment. Secondly, the employee may also be subject to

criminal prosecution by the police in courts of law. The following offences are classified as serious/gross misconduct:

- i. Theft or attempted theft of the University's property or of fellow employees and the University's clients.
- ii. All acts of dishonesty or engaging in other employment/work without the authority of the University.
- iii. Insubordination and lack of discipline.
- iv. Being drunk while on duty.
- v. Wilful destruction of an employee's or client's property.
- vi. Bringing out or attempting to bring out of the premises of the University, property that does not belong to the employee but to the University or fellow employees, or that belong to the University's client.
- vii. Provocation and participation in fighting within the University's premises. This covers fellow employees, managers, clients, visitors and any members of an employee's family.
- viii. Deliberate restriction or slowing down of work or strike.
- ix. Use of habit-forming, intoxicating or prohibited drugs.
- x. Absence without leave or approval for seven (7) consecutive days.
- xi. Having been convicted in a court of law of a criminal offence.
- xii. Divulging any confidential information to outsiders, which may compromise the University's professional and business interests.
- xiii. Accepting or giving bribes to influence favours for the individual employee or the University.
- xiv. Being involved in lewd acts or immoral behaviour whilst on University's premises for monetary consideration or other favours.
- xv. Possession of firearms, explosives or deadly weapons or prohibited drugs on the University's premises.
- xvi. Falsification of the University's records or documents for financial gain, or destruction of such official documents or records.
- xvii. Misrepresentation of actual working hours, including alteration or falsification of the time recorded.
- xviii. Refusal to obey lawful orders/instructions from a person authorised to give such orders.

- xix. Soliciting favours or gratuity payments from the University's clients.
- xx. Involvement in any acts that endanger the lives, health or security of other employees, within or outside the premises.
- xxi. Deliberate involvement in acts that sabotage the work of the University, injure its image, or compromise its business interests.

These serious offences are not exhaustive.

7. BENEFITS

Since the Amref International University aims to be among the best of employers, it shall provide for its employees some welfare programmes and benefits within the budgetary allocation. Some of the benefits are outlined below.

7.1 Leave

Leave is a legal requirement to enable employees to take time off from duty to rest. The University holds the view that leave contributes to the wellbeing and health of employees. It is therefore important that employees take leave regularly.

7.1.1 Leave Administration

- a. Leave year will be a calendar year and leave accrues on a monthly basis. It is normally granted after each period of 12 months with the University.
- b. Where an employee has served for less than a full year, the number of days of which s/he is eligible shall be calculated in proportion to his/her total completed months of service.
 - All leave is subject to demand for services rendered by the employee and shall be granted by the University as provided for.
 - Before an employee can be granted leave, s/he shall be required to apply for it on a prescribed form, and receive the necessary approvals before proceeding.

7.1.2 Annual Leave

On completion of 12 months of continuous service, a staff member will be entitled to annual leave at a date approved by the Head of Department, taking into consideration the convenience of the University. Application forms for leave must be completed by the staff and approved by the Supervising Manager then Associate Director, HRD or the Vice Chancellor depending on the level of staff. New employees are not entitled to proceed on leave before the 12-month period.

Annual leave shall be 30 days with pro-rata considerations for those who are employed in the course of the year.

However, in the case of termination of service or resignation, the employee will qualify for leave on a pro-rata basis, with regard to the total months served. The employee applying for leave should do so at least one month before the intended date of leave.

Accumulation of leave is not permitted unless the employee applies in writing, giving reasons for such a request and after Management accepts such reasons. In such a case the approval may be given for 50% of leave days to be carried forward. The University may also require the employee to withhold his/her leave or take only a portion of the leave. Leave entitlement shall be stated in the job description.

7.1.3 Compassionate Leave

Employees may be granted up to 5 days compassionate leave when circumstances warrant such leave. In all cases, written application will be made and approved by the Vice Chancellor. However, any additional days will be recovered from annual leave entitlement. This leave may not be granted for more than 3 times in a year and should not exceed 10 days in total.

7.1.4 Maternity Leave

Female employees are eligible to 90 consecutive days of maternity leave with full pay. They will also be entitled to their leave during the same year. The staff member should take leave at least two weeks before birth as confirmed by a medical practitioner. Where staff fall sick during the maternity leave then sick leave and maternity leave shall run concurrently. If more leave is still required, then this may be taken as unpaid leave for up to a maximum of two months, subject to written approval from the Vice Chancellor.

7.1.5 Paternity Leave

A male employer shall be entitled to two weeks paternity leave with full pay.

7.1.6 Sick Leave

Any staff who is unable to work due to sickness, certified by a registered medical practitioner, shall qualify for three months' sick leave with full pay and three months' sick leave with half pay. If sick leave extends beyond these periods then the Management may consider the employee as being incapacitated and therefore have his/her services terminated on medical grounds. For on-and-off/repeated and or recurrent illnesses, these sick leave days will be justified by a medical practitioner and will be cumulative in a period of 12 consecutive months. Sick leave due to injury at work will be treated as per the government law, under the Workman's Compensation Act.

7.1.7 Compulsory Leave

The Vice Chancellor or University Council may request or order any employee to proceed on compulsory leave on the following grounds, with or without pay:

- i. As a temporary disciplinary measure to enable the employee reflect on his/her behaviour.
- ii. On grounds of restructuring the University's work positions that may affect the functions of the officer.
- iii. To facilitate investigations that would otherwise be adversely affected by the employee's continued presence in the office.

Leave granted under these circumstances will not exceed three months at any one time. The Vice Chancellor or University Council will also stipulate, in writing, any conditions that the employee must observe during the period of compulsory leave.

7.1.8 Educational Leave

A study leave may be granted to employees who are under sponsorship of the University, or any other sponsor, on a clear understanding that the course being undertaken is for the benefit of the University. Such entitlement will depend on the length of service, the performance of the employee, and the needs of the University. The total time allowed will not exceed one academic year. During the sponsorship the employee will qualify for up to a maximum of 80% of his/her basic pay subject to sponsorship rules. In all this, approval must be sought from the Vice Chancellor. A special form should be filled specifically for this purpose. The short-term courses are covered elsewhere, in terms of leave required. However, employees going for further education on their own accord will have to resign from employment and seek re-engagement on completion of the course subject to availability of a vacancy.

7.1.9 Sabbatical Leave

The University encourages and supports sabbatical leave. It is due to necessity for faculty members to acquire new and enriching experiences and to secure uninterrupted time for research. A faculty member whose meritorious service to the University has been for five or more continuous academic years qualifies for a sabbatical leave. The leave may be granted for the purpose of pursuing advanced study beyond the terminal degree, and engaging in research or travelling in support of scholarly pursuits. A sabbatical leave will not be granted more than once every five years; the approval for sabbatical leave is based on professional accomplishments, and not the passage of time. Application for sabbatical leave must be made in consultation with the Faculty member's departmental and School Board Chairmen, and forwarded to the Vice Chancellor for action. The university may grant a sabbatical leave for one academic year with full pay. The sabbatical application should consist of a letter

stating the date of the last sabbatical taken by the applicant, the timeframe proposed for the requested sabbatical, a brief description of the activities planned during the sabbatical, and a description of the benefits of the sabbatical in terms of scholarly growth for the applicant.

7.1.10 Unpaid Leave

An employee may apply to the Vice Chancellor for unpaid leave to attend to personal matters, particularly when his/her leave is not sufficient to meet his/her needs. If this is granted, it shall not exceed 12 months. In all cases, the employee must disclose the purpose of the leave. However, unpaid leave will not be extended when the purpose involves engaging in parallel employment.

7.1.11 Public Holidays

Gazetted public holidays will be granted to employees with full pay. However, employees may be required to work on such a day to meet the needs of the University. In such cases, the employee will be granted another day off with pay.

7.1.12 Religious Holidays

Any employee may apply to be granted a day off to meet his religious obligations, but such a day will be deducted from annual leave unless it is part of the gazetted holidays.

7.1.13 Terminal Leave

- i. All employees serving on permanent and pensionable terms of service will be granted a terminal leave of two (2) months with full pay, inclusive of allowances when proceeding for their retirement.
- ii. Terminal leave is exclusive of an employee's annual leave for that particular year. The employee will first be sent on normal leave which will be calculated to end on the date of retirement. The employee will then proceed for the two months terminal leave with full pay.

7.2 Injury While on Duty

Where an employee is injured on duty, the University will, on recommendation of a medical practitioner, grant him/her sick leave as provided for under the Work Injury Benefits Act.

Leave of absence is any leave, which may be granted by the Vice Chancellor for reasons other than those mentioned in the clauses above. Leave of absence may be with or without pay depending on circumstances.

7.3 Loans, Advances & Guarantees

It is not the policy of the University to grant loans, provide advances or undertake guarantees for staff.

Under exceptional circumstances and where financial need of a good cause is clearly demonstrated to the satisfaction of the Vice Chancellor, up to a maximum of the equivalent of the employee's 3 months' salary may be advanced and will be recoverable within 12 months. It is important to note that deductions from the salary for loans or other statutory deductions must not exceed 50% of the employee's salary. In all cases a loan application form will be filled and relevant approvals sought.

7.4 Medical Scheme

The University operates a medical insurance scheme for its employees on permanent terms. All employees, their spouses and up to four (4) children aged 21 years and below are eligible. The University will meet the premium of the medical insurance cover; for the employee and the immediate family members of staff as outlined above. The rates payable and the amount of cover is a matter between the insurance company and the University as agreed from time to time. However, where the staff wishes to have a more comprehensive cover for him/her and the family, s/he shall be free to do so and may authorise the University to make extra payments required on his/her behalf and recover the same from his/her salary within the period over which the medical insurance applies. The medical cover for the University will be as the agreed medical

insurance scheme. Details of the working of the scheme will be communicated to employees by means of a notice or circular. The University will reimburse medical expenses within the limits specified in the notices from time to time.

7.5 Insurance for Employees

The University operates two types of insurance schemes to cover employees in separate incidents, i.e., life and personal accidents during their period of employment.

i. Group Life Insurance

The purpose of this is to provide life insurance to employees to ensure a financial cover for the family in the event of the employee's death. All permanent employees will be eligible for the cover. The details of the entry requirements and benefit of this scheme will be communicated to employees by the DVC – Administration.

ii. Group Personal Accident Insurance

This one provides additional cover to employees in case of any accident that causes injury, permanent or/temporary disability or death. All permanent employees are eligible for the cover on confirmation of appointment after the probationary period. The University will submit the list of such employees and their salaries to the insurance company each year for the renewal of the policy and payment of the premiums. Other entry requirements and the details of benefits of this scheme will be communicated to employees by the DVC – Administration and Finance.

These benefits will also take into consideration any compensation that may arise from the Workmen's compensation Act. This may be offset against the benefits from the insurance cover and then be payable to the employee or his estate.

7.6 Gratuity

Employees serving on contract terms may be paid gratuity after completion of the contract period. This only applies to contract periods exceeding 12 months. The rate of the gratuity will not exceed 10% of the total basic salary earned over the period, less any contributions the University has paid to the NSSF during the same period.

The terms of the contract may provide for gratuity equivalent to 10% of consolidated salary after serving continuously for one year. Employees on contract are not eligible to join the pension scheme.

Employees who are dismissed from service will be paid gratuity only for the period of the contract duration actually completed. In some cases, where the employee has damaged any University property and is found guilty, the cost of the item would be recovered from the gratuity payment.

7.7 Pension

The University has established a contributory pension scheme to provide secure income for employees who retire from its employment after attaining the retirement age. On completion of the probationary period, the employee will be required to join the staff pension scheme. Entry into the scheme is subject to the terms and conditions of the scheme which indicates, among other things, that only employees on permanent terms are eligible to join the scheme, and must also produce a medical certificate of fitness. The benefits of this scheme are also in accordance with the Pension Trust Deed rules which will be covered separately. Details of the trust deed rules are obtainable from the Vice Chancellor – Administration.

7.8 Waiver of Tuition for Employees' Children and Spouse

Children and spouses of employees who qualify to enroll in the university shall receive a full tuition waiver. All other fees shall be paid by the parent/guardian/spouse.

8. STAFF WELFARE

8.1 The Social Welfare Scheme

The University will run a social welfare fund for all employees. The contribution will be Kshs.500.00 per month, but will be reviewed from time to time. The benefits of the scheme will be determined by the members from time to time.

8.2 Sporting Activities

- i. The University has sporting facilities that cater for group and individual social activities e.g. football, tennis and other fields. Facilities not available within will be sourced from neighbouring institutions.
- ii. It is therefore upon the staff to take advantage of the facilities for physical fitness, sound health and social interaction.
- iii. Sports Days, during which time staff and students display their talents in sporting activities, will be organised annually.
- iv. The University's sporting activities will be organised around inter-university games and inter-departmental sports as much as possible.

8.3 Funeral Expenses

In the absence of an insurance policy on funerals, the following will apply:

In the case of death of an employee in the service of the University, the institution will:

- i. Provide a coffin.
- ii. Arrange for the transport of the body, household items and immediate family members to the burial site.
- iii. The expenses for (i) and (ii) above will be up to a maximum of two months' salary of the employee

In case of death of the employees' spouse, or son/daughter, father or mother, the University welfare scheme will assist such a bereaved staff to cater for funeral expenses:

- i. All requests for assistance shall be accompanied by proof of death duly signed by a recognised medical practitioner.
- ii. Rules governing funeral matters will be determined through the office of Deputy Vice Chancellor – Finance, Administration & Planning.

8.3.1 Contract Employee

For staff on contract terms, the University will provide a coffin not exceeding Kshs.20,000.00 and transport for staff to attend the burial.

8.3.2 Part-Time Lecturers

For part-time lecturers who have served for five consecutive years and are not employed elsewhere, the University shall provide a coffin not exceeding Kshs.20,000.00 and transport for staff to attend the burial.

9. HEALTH AND SAFETY

The University values the health and safety of its employees. It also advocates the promotion of a clean environment. In this regard the University has established the policies and regulations for the protection and wellbeing of every employee as detailed in the Environment, Health and Safety (EHS) manual.

9.1 Employee Health

- i. All new employees shall be required to take a medical examination on appointment at the University's expense.
- ii. It is the responsibility of the employee to inform his/her Supervisor of any health condition or illness which could affect the safe performance of his/her duties. This should be communicated to the Human Resources Department.

9.2 Working Environment

- i. The University will ensure a clean working environment at all times.

- ii. It is also the responsibility of every employee to ensure that his/her working environment is clean.
- iii. The Registrar – Administration Office will be responsible for maintaining cleanliness in the University.

9.3 First Aid

- i. In the event of an accident, First Aid boxes are available in the Reception area, the Human Resource Manager's Office and in the University's clinic.
- ii. The University will always display a list of all those members of staff trained in First Aid on the notice boards.

9.4 Safety

Employees should at all times be safety conscious. It is important for employees to acquaint themselves with the firefighting equipment and evacuation procedures. Employees should report immediately to the Administration Office or the Head of Division any safety hazards within the University premises.

All accidents, no matter how small, should be brought to the attention of DVC – Administration.

9.5 Accident Reporting Procedure

- i. All incidents involving injury must be reported to the Human Resource Manager or whoever is responsible for keeping full and accurate records and for investigating as soon as possible.
- ii. The incident and the action taken to prevent any repetition of the same must be filled in the prescribed form.
- iii. Any employee who suffers injury at work must give notice of such accidents as soon as reasonably practical.
- iv. The University Nurse and First Aider involved will enter the details of the accident in the Accident Book which is kept by the Human Resource Manager's Office.

9.5.1 Serious Accidents

- i. Contact the Nurse or nearest First Aider (names will be displayed on the notice boards)
- ii. Call for an ambulance
- iii. Contact the Management/Human Resource Manager
- iv. Follow the accident reporting procedures above.

9.5.2 Minor Accidents

- i. Go to the University clinic or contact the nearest First Aider
- ii. Follow the accident reporting procedures above.

9.6 Fire

The consequences of a fire can be extremely serious. It is essential that everyone does their best to prevent fires and, in the event of a fire they should note the following:

- i. Care and thought in the working environment will minimise the risk of fire
- ii. Good house-keeping and regular removal of all combustible waste and litter are essential
- iii. Fire extinguishers are available in readily accessible places throughout the buildings
- iv. Ensure that you know how to use them to distinguish fire
- v. Familiarize yourself with the best escape route from your work station so that in the event of an emergency you are able to exit to safety
- vi. All staff are expected to assemble at respective fire assembly points

9.6.1 Fire Drill

- i. Evacuation exercise will be carried out on a regular basis.
- ii. Heads of Department should account for employees and visitors in their department.
- iii. The procedures to be followed in the event of fire are displayed in each building.

9.6.2 Fire Alarms

- i. Fire arms are tested periodically.
- ii. Notice will be given before such testing takes place.

9.6.3 Fire Precautions

- i. Smoking is not permitted on the University premises.
- ii. Although occasionally some computers require to be left switched on, all other electrical appliances must be switched off and plugs removed from the wall sockets prior to leaving the office at the end of the working day.
- iii. Any loose switch, faulty plug or other defective apparatus must be reported at once to the Administration Manager's Office.
- iv. Unauthorised personnel should not attempt to correct such faults.
- v. Any unusual smell, which might be thought to be caused by burning or smouldering, must be reported to the Administration Manager's Office and investigated until the cause is established.
- vi. Fire drills will be held regularly.

9.7 Security Spot Checks

Security starts with each individual. It is the duty of every employee to report any suspicious person or event. Employees/employees' cars may be checked on a random basis as part of routine security checks. Employees are required to declare any personal items in their possession when entering and leaving the premises. Consequently, any item leaving the University should be accompanied by a gate pass issued by the Administration office.

10. LEAVING THE UNIVERSITY

10.1 Reduction in Work Force

A reduction in workforce is the elimination of a position such as a change in a University programme, department re-organisation, budgetary restriction, or the expiration of a grant or contract.

The exercise will be carried out fairly, having regard to the experience and merits of those employees. Employees will receive the severance pay equivalent to one month's salary for every completed year of service, plus their contribution to the pension scheme and the University's contribution as provided for by the pension scheme rules. In addition, the employee will receive pay in lieu of the contractual period of notice in termination of employment plus pay for any accrued leave not taken.

Reductions in workforce proposals are reviewed by the appropriate Dean or Director as well as by the campus Director of Human Resources, to ensure that the reduction is implemented according to University policy and the labour laws.

10.1.1 Consideration for Other Employment

An employee whose position has been eliminated will receive primary consideration for employment in other positions at the University for which he or she is qualified and which are at the same or similar level. Primary consideration means that when an individual covered under this policy applies for an open position, he or she will be granted an interview by Human Resource. If the qualifications of the individual are deemed to be an appropriate match with the position requirements, a referral to the hiring supervisor may be made. The ultimate hiring decision is left to the hiring supervisor. This consideration remains in effect for one (1) full year from the separation date of the employee. If a reduction is due to the University's decision to purchase the services previously performed by University employees from an outside contractor, the new supplier will be encouraged to employ the individuals affected.

10.2 Separation from the University

10.2.1 Resignation

- a. The employee is required to give a written notice to the DVC – Administration and Finance, expressing his/her intention to terminate his/her service with the University. The length of the notice period is as follows:
 - i. Permanent and pensionable staff – two months' notice.

- ii. Contract staff – one month's notice.
 - iii. All other staff – as provided in individual terms of engagement.
- Alternatively, the staff should pay the University salaries in lieu of the notice period.

- b. Resigning employees will receive:
 - i. Pay for days worked.
 - ii. Pay for accrued leave.
 - iii. Refund of his/her contributions to pension scheme in accordance with rules of the fund.

All these payments will be less any liabilities owed to the University including paying the University in lieu of contractual period as per the letter of appointment.

10.3 Termination

- a. The University may terminate the employment of any person by giving a written notice equivalent to the notice specified in 10.2.1 above under resignation or pay the equivalent salary in lieu of the notice period.
 - b. An employee may not give notice of resignation whilst on leave, and this applies to the University as well. However, this does not include a situation in which sick leave has been exhausted and it is appreciated that the employee concerned is unlikely to resume duties in the near future.
 - c. Secondly, leave may not be taken during any notice period unless specifically authorised or demanded by the Vice Chancellor.
 - d. Reasons for termination of service may be given particularly in matters of discipline or poor performance. However, the provision of the letters of appointment and the conditions in this manual will apply.
 - e. Employees whose services are terminated will qualify for:
 - i. Pay for days worked
 - ii. Pay in lieu of the contractual period as per letter of appointment
 - iii. Pay for accrued leave
 - iv. Refund of his/her pension contributions as per the rules of the scheme
- All these payments will be paid less any liabilities owed to the University.

10.4 Dismissal

Employees who commit serious offences/gross misconduct as classified in this manual will be subject to summary dismissal in accordance with University disciplinary procedure and the law.

Employees who are summarily dismissed from employment due to gross misconduct will be entitled to:

- a. Salary up to date of dismissal for days worked.
- b. Leave earned but not yet taken.
- c. Pension scheme contribution as per the University Pension scheme policy and RBA rules.
- d. Payments for (a) and (b) will be less any liabilities owed to the University.

10.5 Retirement

- a. The retirement age for academic employees will be 70 years of age.

However, if an employee wishes to retire, they can do so through a written request.

Retirement age for all the other staff members shall be on attaining 65 years.

The retiring employee will receive his/her earned pension for the time served/contributed.

- b. Employees who **retire normally** as per clause 10.5 a above will receive:

- i. Pay up to the days worked.
- ii. Pay for earned leave not taken.
- iii. Payment of the pension earned as per the rules.
- iv. A severance pay of 1-month's pay for every completed year of service up to a maximum of 15 months' pay, worked out at an average of the last 3 years' salary.

c. Early retirement

An employee may, in writing, choose to retire after attaining the age of 45 years and/after serving the University for 10 continuous years of service; such an employee will then qualify for pension dues as per the pension scheme, plus severance pay of 2 weeks for every completed year of service up to a maximum of 10 years. The University may also in writing exercise the same option.

d. Retirement under public interest

The University may also require an employee to retire prematurely at any age if it is found to be in the interest of the University and the public to do so, particularly if his/her actions adversely affect the image and interest of the University. In this case, the employee will receive two weeks' pay for every year of service. However, at the discretion of the Vice Chancellor, the employee may be asked to resign instead of being retired. In all cases involving retirement under public interest, the grievance/disciplinary procedures outlined in this manual will apply.

e. Retirement on Medical Grounds

An employee may retire or be required to retire on medical grounds prior to attaining the mandatory retirement age due to illness. In this case a certificate from a medical practitioner appointed by the University must be produced for such grounds to be valid.

Where it is established that an employee is not capable of carrying out his/her duties due to health reasons, the Vice Chancellor, in consultation with the relevant bodies, may retire such an employee.

10.6 Redundancy

In circumstances where the University business is adversely affected beyond its control or in cases where there is need for restructuring, certain jobs or positions may no longer be necessary. The University may then declare

employees holding those positions redundant. In this case the employees concerned will be advised at least two months in advance.

10.7 Exit Interviews

All employees will be expected to attend exit interviews prior to leaving the University.

10.8 Certification of Service

When an employee leaves the service of the University, a certificate of service will be issued as required by law. However, testimonials will only be issued on request by a prospective employer.

11. AMENDMENTS

These rules and regulations and terms of employment are subject to amendments by the University Council from time to time as the need arises. The management of the University will be open to any suggestions from employees regarding the desirable changes in regard to these regulations. The procedure for changes will first be made by Management to the Human Resource Department before being presented to the full University Council for approval. This document will be effective on the date it is signed by the Chairman of the University Council.