

Human Resource Committee, 2nd September 2019



AMREF INTERNATIONAL UNIVERSITY

HUMAN RESOURCE POLICY AND PROCEDURES MANUAL

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PREFACE

I am pleased to present the Human Resources Policy and Procedures Manual of Amref International University (AMIU). The Manual comprehensively articulates policy, procedures and services available to all staff of the University. The purpose of this policy and procedures manual is to increase efficiency, equitable treatment, and ensure consistency in human resources administration at Amref International University.

The timeliness of the development of this policy and procedures manual is significant due to the rapid growth that the University has witnessed since the award of Letter of Interim Authority on 1st August 2017. Notably is the growth in the Human resources, the dynamics in labour relations and the concomitant laws. In addition, the policy and procedures stated in this manual seek to integrate the values of AMIU and to uphold institutional identity.

In this manual, the Terms and Conditions of Service for AMIU staff have been incorporated to serve the following purposes, to:

- i. Ensure that AMIU complies with the Labour Laws and Regulations;
- ii. Ensure that AMIU adopts best practice in the management of its staff;
- iii. Consolidate the Human Resources Policy for ease of reference.

This Manual shall be read together with relevant laws and regulations as well as other AMIU policies or procedures that may be introduced by the University Council and the University Management Board from time to time. To ensure its suitability and relevance, the manual will be subjected to continuous monitoring and evaluation in order to accommodate the changing conditions of the labour market.

The University recognizes that its entire staff play a significant role in the continued quest to realization of its Vision and Mission. It is believed that this manual will enable AMIU to promote a culture of dedication to quality training, research and extension that will Inspire Lasting Change.

Prof. Marion Mutugi, EBS
Vice Chancellor
Amref International University

DEFINITION OF TERMS

- Acting:** Serving temporarily on behalf of another officer.
- Affirmative:** Includes any measure designed to overcome or ameliorate an inequity or the systemic denial or infringement of a right or fundamental freedom.
- At all levels:** Refers to representation at the support, technical, middle management, senior management and policy levels.
- Attachment:** A structured, credit-bearing work experience in a professional work setting during which the student applies and acquires knowledge and skills. It involves the application of learned skills in an organization related to the students' training.
- Beneficiary:** Staff's assigned legal heir/s to his/her final dues in the event of his/her death
- Casual:** A person whose engagement provide for his/her payment at the end of each day and who is not engaged for a longer period than twenty four (24) hours at a time.
- Child:** The biological offspring's or legally adopted children under the age of eighteen (18) years who are unmarried and are wholly dependent on the officer. For purpose of records, the names of the children must be declared at the time of birth or adoption if it occurs during employment in the University. Copies of birth certificates or legal adoption papers will be required in either case.
- Contract:** Appointment for a defined period.
- Disability:** A physical, sensory, mental or other impairment, including any visual, hearing, learning or physical incapability, which affects adversely on a person's social and economic participation as defined in the Employment Act, 2007.
- Discrimination:** To accord different treatment to different persons solely or mainly as a result of different abilities and disabilities, race, sex, pregnancy, marital status, health status, ethnic or social origin, color, age, disability, religion, conscience, belief,

culture, dress, language or birth thus denying them fundamental rights and freedom.

Diversity: Recognizing and embracing the contribution of people with differences in background, experience and perspectives.

Equality: Includes providing equal opportunities and enjoyment of all rights and fundamental freedoms to all irrespective of race, sex, pregnancy, marital status, health status, ethnic or social origin, color, age, disability, religion, conscience, belief, culture, dress, language or birth.

Ethnicity: Refers to shared cultural practices, perspectives, language and distinctions that set apart one group of people from another.

Gender: The social roles attributed to being masculine or feminine.

Immediate Family: Includes the staff, spouse(s), children, the Staff's parents, parents' in-law and siblings.

Interdiction: Barring an accused staff from performing official duties to give room for further investigation of a case.

Leave: Official absence from place of work for a specified period. All staff of the University shall be entitled to leave as stipulated in the Employment Act, 2007.

Mainstreaming: It is the consistent integration of youth, persons with disabilities, minorities, marginalized and gender in the design, implementation, monitoring and evaluation of policy, plans, programmes, activities and projects at all levels.

Marginalized community: As defined in Article 260 of the Constitution of Kenya is:

- (a) A community that, because of its relatively small population or for any other reason, has been unable to fully participate in the integrated social and economic life of Kenya as a whole;

- (b) A traditional community that, out of a need or desire to preserve its unique culture and identity from assimilation, has remained outside the integrated social and economic life of Kenya as a whole;
- (c) an indigenous community that has retained and maintained a traditional lifestyle and livelihood based on a hunter or gatherer economy; or pastoral persons and communities, whether they are:
 - (i) nomadic; or
 - (ii) a settled community that, because of its relative geographic isolation, has experienced only marginal participation in the integrated social and economic life of Kenya as a whole.

Marginalized group: As defined in Article 260 of the Constitution is - a group of people who, because of laws or practices before, or after the effective date, were or are disadvantaged by discrimination on one or more of the grounds in Article 27(4) of the Constitution.

Next-of-Kin: The name of the person provided by the staff for the purpose of contact during emergency.

Nuclear Family: Refers to an employee, spouse and children.

Participation: Refers to employment, retention, progression, performance and transition.

Part-time: An engagement where an employee is paid on an hourly basis.

Permanent Appointment: Appointment for an undefined period.

Proportionate representation: Refers to representation of the community in the University relative to their national population size.

Race: is a grouping of persons with shared physical or social qualities into categories generally viewed as distinct by society.

- Sabbatical Leave:** This is a period off the normal duty, granted to qualified and deserving staff members, to go for any or a combination of the following: act as visiting lecturer, carry out research, write or publish to enrich the staff academically and for the benefit of the University.
- Secondment:** Employee appointed temporarily to another employment or position.
- Sex:** Biological orientation of being male or female.
- Show cause letter:** A letter requiring a staff to explain why disciplinary action should not be taken against him or her on account of misconduct.
- Spouse:** A husband or wife of the employee.
- Suspension:** Barring an accused staff from performing the functions of the University because of gross misconduct or conviction of a serious criminal offence pending finalization of a case.
- Temporary:** Appointment meant to last for a limited time.
- The University:** Amref International University (AMIU).
- Volunteer:** A person who freely expresses willingness and undertakes a service to the University without pay.
- Youth:** The collectivity of all individuals in the republic of Kenya who have attained age of 18 years and have not attained the age of 35 years.

ABBREVIATIONS & ACRONYMS

AA	Automobile Association of Kenya
A&A	Academic Affairs
AMIU	Amref International University
F&A	Finance and Administration
DVC	Deputy Vice-Chancellor
EOE	Equal Opportunity Employer
HOD	Head of Department
HR	Human Resources
HRC	Human Resources Committee
NHIF	National Hospital Insurance Fund
NSSF	National Social Security Fund
NCPWD	National Council for Persons with Disabilities
PIP	Performance Improvement Plan
PM	Performance Management
PWD	Persons with Disability

AMIU/P/R/ADM/HR/001

**SECTION 1:
INTRODUCTION**

SECTION 1

1.0 INTRODUCTION

1.1 HISTORICAL BACKGROUND

Amref International University (AMIU) is a private University founded and owned by Amref Health Africa. Amref International University (AMIU) is an accredited institution of higher learning by Commission for University Education focused on training in health sciences.

AMIU is founded on the experience and intellect of Amref Health Africa, which is reputed with over 60 years of quality and innovative public and community health interventions, training and education.

1.2 POLICY STATEMENT

The quality of services provided by Amref International University is directly dependent on the quality of its staff who are the providers of services. The University's vision is anchored on excellence in developing future leaders. This policy on human resource provides a broad framework to guide the University in the management of its human resource. It is informed by the principles of good governance, constitutional and legal imperatives and international best practices.

1.3 SCOPE AND APPLICATION

This Human Resource Policy and Procedures Manual herein after referred to as the Manual has been developed, in accordance with the Universities Act 2012, Amref International University Statutes and Amref Health Africa Employee Manual.

This policy covers the broad spectrum of human resource management and it applies to all categories of staff in the University

1.4 THE VISION OF THE UNIVERSITY

To be a leading University of excellence in developing transformational health leaders and practitioners.

1.5 THE MISSION OF THE UNIVERSITY

To provide holistic quality education in health sciences and related disciplines for the well-being of the society.

1.6 PHILOSOPHY

The Amref International University will be guided by principles of diversity and inclusiveness in providing quality education for lasting change in individuals and society.

1.7 THE UNIVERSITY MOTTO

Inspiring Lasting Change: *Inicere perpetuam mutationem*

1.8 THE UNIVERSITY CORE VALUES

The following core values will guide the promotion of student learning and success, faculty scholarship and research, and community engagement and service:

- a) **Excellence:** The University will be committed to principles of excellence and quality education, training and research to ensure that competent staff offer its core business, using best practices.
- b) **Innovation:** Amref International University will seek imaginative and effective solutions to its challenges and innovative ways to fulfil its mission.
- c) **Ethical practices:** The University will uphold and sustain a culture of ethical practices in academic, research and community empowerment among the staff, students and partners.
- d) **Collaboration:** The University will seek and nurture partnerships with like-minded institutions, organisations and communities to create effective learning environment for its learners and staff.
- e) **Commitment:** The University will be committed to good leadership and management practices, quality academic and research activities that will promote its growth and development.
- f) **Diversity:** The University will build a community that fosters a climate that is open and welcoming to diverse people, ideas and perspectives.

1.9 FUNCTIONS OF THE UNIVERSITY

- a) To provide University education aimed at producing mature, competent and conscientious graduates with appropriate skills, abilities and desire to contribute to the wellbeing and development of the people of Kenya and the global community, in accordance with the national philosophy of mutual social responsibility and international conventions.
- b) To provide education for national service, community outreach and development which reflect the national cultural heritage.
- c) To develop and transmit knowledge and skills through research and training at undergraduate and postgraduate levels.
- d) To preserve, produce, process, transmit and disseminate knowledge and stimulate the intellectual life and cultural development of Kenya.
- e) To conduct examinations for, and to grant degrees, diplomas and other awards of the University
- f) To play an effective role in the development and expansion of opportunities of Kenyans wishing to continue with their education.
- g) To address emerging issues of national, regional and global importance.

1.10 LEGAL FRAMEWORK OF THE POLICY

There are several laws in Kenya and organizational policies that may govern and inform this Human Resource policy. They are listed below:

- a) Constitution of Kenya, 2010,
- b) Universities Act, 2012
- c) Employment Act, 2007,
- d) Labour Relations Act, No. 14 of 2007,
- e) Labour Institutions Act, 2007
- f) Occupational Safety and Health Act, 2007
- g) Work Injury Benefits Act, 2007
- h) Persons with Disabilities Act, 2003
- i) National Cohesion and Integration Act, 2008
- j) Amref Health Africa Global Code of Conduct, 2018
- k) Amref Health Africa Employee Manual and

- l) The Individual Staff's Employment contract.

1.11 THE UNIVERSITY ORGANIZATIONAL STRUCTURE

1.11.1 Amref International University is a corporate institution operating with a letter of interim authority dated 1st August 2017 and it has various bodies for its effective management. These include:

- a) Sponsor (Amref Health Africa International Board)
- b) Board of Trustees;
- c) Chancellor;
- d) Council;
- e) Vice Chancellor;
- f) Senate;
- g) University Management Board;
- h) Schools, Institutes, Directorates, Centres and Departments Boards
- i) Students' Association;
- j) Alumni Association

The roles, functions and the membership of these bodies are stipulated in the Statutes.

1.11.2 Sponsor (Amref Health Africa International Board)

The Sponsor shall:

- a) Appoint the members and the Chairman of Board of Trustees according to the Trust Deed;
- b) Appoint the Chancellor;
- c) Provide policy guidance, financial oversight, strategic orientation and fundraising leadership to the University Board of Trustees, taking into account the global framework under which the University operates.

1.11.3 Board of Trustees

The functions and responsibilities of the Board of Trustees shall be to:

- a) Promote the objectives and interests of the University;
- b) Raise or borrow and invest funds for the University;
- c) Appoint or remove from office, members of the University Council.

- d) Receive and approve the planning, growth and development of academic and the infrastructure development of the University based on the Council recommendations;
- e) Receive from the Council, reports on University Management practices on academic, research, administration, finance and audit;
- f) Receive from the Council, the annual external audit report of the University financial statements;
- g) Receive and approve recommendations by the Council, for allowances and honoraria of the Chancellor and members of the Council;
- h) Appoint the Chairperson of the Council from members of the Council; and
- i) Appoint Committees that shall carry out specific functions as it shall deem fit in accordance with the Statutes.

1.11.4 Chancellor

The Chancellor shall be the titular head of the University and shall:

- a) Promote the corporate image of the University;
- b) Preside over graduation ceremonies of the University and confer degrees, award diplomas, certificates and other awards; and
- c) Direct internal visitations, inspections and inquiries of the University in consultation with Board of Trustees and Council.

1. 11.5 The Council

The Council is the governing body of the University through which it acts, administers property and funds, and receives monies, plant and equipment materials, gifts and grants for its use. The Council is also responsible for the welfare of employees and students and can enter into association with other universities and institutions within Kenya or otherwise as it may deem necessary and appropriate. The other function of the Council is to appoint employees and conduct disciplinary action against employees and students in consultation with relevant University organs.

1. 11.6 University Management Board

The University Management Board is responsible for implementing Council and Senate decisions. It is also responsible in providing directives and guidelines to the University subsystems for the enhancement of the efficient running of the University.

1. 11.7 Senate

The Senate is the body responsible for academic matters in the University and it is the final authority on all such matters.

1. 11.8 Schools, Institutes, Directorates, Centres and Departments

The Schools, Institutes, Directorates, Centres and Departmental Boards play a major role in academic and administrative functions of the University. The functions of these Boards are clearly stipulated in the University Statutes and they assist the Deans and Heads of Departments in the Management of their respective Schools and Departments respectively.

AMIU/P/R/ADM/HR/002

SECTION: 2

RECRUITMENT POLICY

SECTION 2

RECRUITMENT POLICY

2.1 POLICY STATEMENT

Amref International University (AMIU) is committed to the recruitment of high caliber employees for the successful attainment of its strategic objectives. AMIU is an Equal Opportunity Employer (E.O.E.) and does not discriminate on basis of race, gender, region, ethnicity, language, political or other opinion, nationality, disability, pregnancy, mental or HIV status, unless the University wishes to distinguish, exclude or prefer any person on the basis of an inherent requirement of a job. The University Management Board shall ensure that effective recruitment and selection systems are put in place for proper implementation of this policy.

2.3 OBJECTIVE

2.3.1 The objective of this policy is to ensure effective recruitment and selection based on merit and proven performance.

2.4 APPOINTMENTS

2.4.1 All appointments are to be made by the University Council through the relevant appointment and promotions committees subject to an approved establishment and budget. The appointment committees are as follows;

- a) Committee chaired by the Council Chairman (Staff grade 11 - 13)
- b) Committee chaired by Vice-Chancellor (Staff grade 8 - 10)
- c) Committee chaired by the Deputy Vice-Chancellor (F&A) (Staff grade 1 –7)

2.4.2 All employees offered employment by the University shall be issued with letters of appointment in accordance with their respective terms of service as stipulated in the Scheme of Service (**Appendix 1**). The appointment letter shall be signed by the Vice-Chancellor who is the secretary to Council.

- 2.4.3 Selection of appointment will be based on merit and through a competitive process by advertising for vacant positions on media and the University website.
- 2.4.4 On appointment, members of staff shall be issued with an employment contract as well as job descriptions.

2.5 CATEGORIES OF APPOINTMENTS

- 2.5.1 Appointments to the University may be in any of the following categories:
- a) Contract
 - b) Temporary
 - c) Acting
 - d) Part-time / Adjunct
 - e) Casual
 - f) Sabbatical/Visiting
 - g) Secondment
 - h) Attachment/ Internship
 - i) Volunteers
 - j) Work-study Programme

2.6 CONTRACT APPOINTMENT

- 2.6.1 The University will appoint a staff on contractual terms.
- 2.6.2 The Vice Chancellor position shall be on contract and shall hold office as determined by Council.
- 2.6.3 The Deputy Vice-Chancellor's positions shall be on contract and shall hold office as determined by the Council.
- 2.6.4 Contract appointments for all other cadres shall be for a period as determined by the Council.
- 2.6.5 Such employees shall also be expected to sign an annual performance appraisal with the supervisor and any unsatisfactory performance may lead to disciplinary action.

2.7 PROCEDURE FOR CONTRACT RENEWAL

- 2.7.1 A staff member whose contract is about to expire shall notify the Vice-Chancellor in writing through the respective supervisor, three (3) months before the due date;
- 2.7.2 The respective supervisor shall then write a recommendation letter to the Vice-Chancellor explaining why the contract should or should not be renewed;
- 2.7.3 The Vice-Chancellor, guided by the recommendations may approve extension/renewal or termination of the contract;
- 2.7.4 Once approved, the Vice-Chancellor shall write to the staff member informing him/her of the decision reached;
- 2.7.5 If the decision is to have the contract renewed, the staff member shall sign a contract for the next period.
- 2.7.6 If the decision is not to renew the contract, the staff member shall be served with a notice period or be paid a salary equivalent to the notice period.

2.8 TEMPORARY APPOINTMENT

- 2.8.1 The University may fill a position on temporary terms on the following grounds:
 - a) When there is a vacancy and it is undesirable to appoint a staff on contract terms.
 - b) In case the University creates positions that are short-term in nature.
- 2.8.2 Such appointments shall be for a period not exceeding 12 months (one year).
- 2.8.3 Temporary staff shall receive a taxable consolidated salary with no allowances. They shall be subjected to statutory deductions.

2.9 ACTING APPOINTMENT

- 2.9.1 An acting appointment may be made where a vacancy exists or arises that is not substantively filled or when the incumbent is incapacitated or unavailable for official reason.
- 2.9.2 The acting appointments period shall not exceed six (6) consecutive months. This can however be extended upon recommendation by Management and approval by the University Council. Absence of less than 30 consecutive days due to an employee being on urgent or annual leave or sick leave, shall not be regarded as break in an acting appointment, provided the employee is required to act again on the same post immediately he/she resumes duty.

- 2.9.3 When a vacancy arises, the HOD shall recommend a member of staff for appointment to the Vice-Chancellor. The recommendation letter shall contain the name of the employee recommended, the position to be acted and the expected acting period.
- 2.9.4 To qualify for acting appointment, one must be in possession of the prerequisite qualification for the acting position.
- 2.9.5 An employee required to act as the Vice-Chancellor when the position falls vacant shall be appointed by the University Council.
- 2.9.6 An employee required to act as the Deputy Vice-Chancellor when the position falls vacant shall be appointed by the Vice-Chancellor in consultation with the University Council.
- 2.9.8 The acting appointment shall cease when the substantive holder of the position resumes duty or upon substantive filling of the post.

2.10 PART-TIME/ ADJUNCT APPOINTMENT

- 2.10.1 Part-time appointments shall be made in the teaching departments only and shall be made per semester. Management of part time/ Adjunct appointment shall be subject to the part time policy.

2.11 CASUAL EMPLOYMENT

- 2.12.1 The University may employ casual workers on a daily basis in accordance with the Employment Act, 2007.
- 2.12.2 Casual employees shall be engaged for a continuous period of not more than three (3) months and shall be paid by the end of each working day or any other agreed period not exceeding one (1) month.

2.12 VISITING/SABBATICAL APPOINTMENTS

- 2.12.1 The Vice Chancellor may appoint staff on visiting/sabbatical basis.
- 2.12.2 Visiting/sabbatical appointments shall be for a period of one (1) year and on such terms as the University may decide.
- 2.12.3 Staff on visiting/sabbatical leave may receive a taxable consolidated pay (Sabbatical Allowance) and shall be specified in the letter of appointment

2.12.4 Unless otherwise specified in the letter of appointment, visiting appointees shall be subject to the authority of the Vice-Chancellor or other officers acting on his/her behalf.

2.13 SECONDMENT

2.13.1 The Vice Chancellor may appoint staff on secondment.

2.13.2 Secondment appointments shall be as per the existing Terms of Service and for a specified period of time.

2.13.3 The salary shall be paid by the University during the period of secondment.

2.13.4 Unless otherwise specified in the letter of appointment, an employee on secondment shall be subject to the authority of the Vice-Chancellor or other officers acting on his/her behalf.

2.14 ATTACHMENT

2.14.1 Continuing students wishing to acquire job experience may be engaged on attachment for a period of not more than three (3) months. During this duration, the students shall be expected to abide by the code of conduct of the University.

2.14.2 The University shall not pay students on attachment.

2.14.3 Students on attachment shall not be attached to sensitive areas of the University as determined by the immediate supervisor.

2.14.4 Students on attachment shall be expected to have a personal accident insurance cover.

2.15 INTERNSHIP

Graduates wishing to acquire job experience may be engaged on internship for a period of not more than six (6) months. During this duration, the graduates shall be expected to abide by the code of conduct of the University.

2.15.1 The University may pay interns on internship as may be determined by the University management.

2.15.2 Graduates on internship shall not be attached to sensitive areas of the University as determined by the immediate supervisor.

2.15.3 Graduates on internship shall be expected to have a personal accident insurance cover.

2.16 VOLUNTEERS

- 2.16.1 The University may enter into contracts of service with volunteers for a period not exceeding one year. However, such a contract may be extended at the discretion of the Vice-Chancellor for a further period of up to one year. Such a volunteer shall not be entitled to wages or salaries.

2.17 WORK STUDY PROGRAMME

- 2.17.1 Students of AMIU may be given an opportunity to participate in work study programme. Students interested in the programme will normally be expected to apply by filling in the necessary forms obtained from the Dean of Students Office.
- 2.17.2 Those considered for such appointment will be notified by the Dean of Students.
- 2.17.3 Their names shall then be communicated to the relevant departments. Students working for a whole day will be paid at the same rate as casual employees while those working for a few hours will be paid per hour.

2.18 ESTABLISHMENT OF NEW POSTS

- 2.18.1 In order to be in line with the University's strategic objectives, new posts may be created. A Head of Department who wishes to request for a new position shall be expected to provide the following:-
- a) A justification for the new position;
 - b) Detailed job description and specification;
 - c) Proposed entry level and career progression structure
- 2.18.2 All new positions must get the approval of the Planning, Establishment and Development Committee of the University chaired by the Deputy Vice-Chancellor (F&A). Where such posts are for senior management positions, approval shall be sought from the University Council upon the recommendations of the Planning, Establishment and Development Committee of the University.
- 2.18.3 Reinstatement
- A former regular staff employee who resigned or was separated while in good standing will be allowed credit for prior service in establishing eligibility for reemployment.
- 2.18.4 Post-Retirement Employment

- a) The contractual employment for staff having attained retirement age would normally be for a maximum period of one year if organizational needs so require. However, in the case of faculty, extension can be made for a total period of 4 years. The duration of each extension being 2 years.
- b) During the post-retirement contractual employment, the employee will be entitled to the salary and standard fringe benefits applicable to his/her position and responsibilities as provided to regular full time employees, except Provident Fund.

2.19 RECRUITMENT PROCEDURE

- 2.19.1 The recruitment procedure shall be in line with the approved establishment and the process shall be initiated upon approval of the budget.
- 2.19.2 The recruitment process shall be initiated by the Head of Department in consultation with the immediate supervisor.
- 2.19.3 The respective Head of Department shall formulate a job description and specification and forward it to the Registrar (Administration, Planning and Development) together with the recruitment requisition form. The Registrar (Administration, Planning and Development) shall consult the Vice Chancellor for advice.
- 2.19.4 The University shall consider the following possible ways when filling a position:
 - a) Promotion
 - b) Transfer of an employee
 - c) Internal recruitment
 - d) External recruitment

2.20 MEDICAL EXAMINATION

- 2.20.1 All new staff shall be required to undergo a medical examination at the cost of the University.

2.21 LETTER OF APPOINTMENT

- 2.21.1 At employment, an employee shall be issued with a letter of appointment.
This letter shall be done in duplicate and shall include the following information:
 - a) Position and job grade;
 - b) Salary scale and amount of basic salary payable;

- c) The benefits entitled to the employee such as allowances;
 - d) Probationary period;
 - e) Terms of employment.
- 2.21.2 The letter of appointment must be acknowledged by an employee by signing in the provided space before taking up the offer. This shall be in form of a declaration by the employee that he/she confirms acceptance of the job and the terms and conditions therewith and a signature. The employee shall retain the original letter whereas the duplicate will be kept in his/her personal file by the Human Resources Office.
- 2.21.3 A candidate will forfeit the offer if the candidate does not confirm in writing his/her acceptance of the offer of appointment within one month from the date of offer.
- 2.21.4 The date of appointment shall be the date on which the employee assumes duty.
2. 21.5 Once a post has been filled, all other candidates who were interviewed shall be informed in writing that they were not successful.

2. 22 JOB DESCRIPTION

- 2.22.1 At appointment, re-deployment or promotion an employee shall be provided with a detailed job description relevant to the post by respective supervisor.
- 2.22.2 Such employees shall be expected to sign their job descriptions to indicate concurrence with and understanding of the duties therein.
- 2.22.3 The Office of Registrar, Administration, Planning and Development (APD) shall ensure that job descriptions are formulated and reviewed upon changes in the job structure or other working conditions by the supervisors.

2.23 STAFF IDENTITY CARD

- 2.23.1 Upon reporting, an employee shall be issued with a staff Identification Card (ID).
- 2.23.2 In case of loss of the ID, an employee shall apply for replacement for which he/she shall be expected to pay for the cost of replacement. However, if the replacement of the card is as a result of change of official information, therein, it shall be done at the cost of the University.
- 2.23.3 While on duty, an employee will be expected to put on staff ID.
- 2.23.4 On termination of employment, the employee shall surrender his/her staff Identity Card to the HR Office for clearance.

2.24 INDUCTION OF NEW EMPLOYEES

2.24.1 All newly appointed employees shall undergo an Induction/ orientation programme to familiarize themselves with the structures, functions and operations of the University. The induction should not be later than one month upon reporting for duty. For purposes of the above, the office of the Registrar, APD in liaison with the respective heads of departments shall prepare an induction programme that contains details of the matters covered during the induction. The Registrar, APD-Office shall ensure that all employees are comprehensively oriented to the job and related aspects.

2.25 PROBATION

2.25.1 All employees appointed on contractual terms shall be put under probation for a period of six (6) months.

2.25.2 The employee shall be made aware that he/she is on observation with a view to learning his/her work and being tested on his/her suitability for it. The respective supervisors shall be charged with the duty of ensuring that such an employee is given adequate support and opportunities to prove his/her ability to perform the assigned duties.

2.25.3 The supervisors will be required to submit to the Deputy Vice-Chancellor (F&A) after six (6) months, confidential reports on staff in their departments serving on probation recommending either confirmation or termination of appointment or extension of the probationary period.

2.25.4 If the appraisal report indicates that the performance of the employee is unsatisfactory, the University may however extend the period of probation for a specific member of staff for another six (6) months. A copy of the report duly approved by the supervisor shall be submitted to the Registrar, APD Office for record purposes.

2.25.5 Where the period shall be extended, the employee's performance shall be reviewed again to determine whether or not his/her performance will have improved.

2.25.6 Where the employee's performance is unsatisfactory after the extended period, the appointment shall be terminated.

- 2.25.7 The services of an employee on probation may also be terminated if the information received about his/her general background and/or previous employment from referees turns out to be a misrepresentation or the references are not satisfactory.
- 2.25.8 Upon satisfactory completion of probation period, successful candidates shall be issued with confirmation letters.

2.26 DEPENDENTS AND NEXT OF KIN

- 2.26.1 A new employee shall be required to declare the names of the nuclear members of the family. Any changes in the event of death or otherwise shall be updated by use of prescribed forms, a sworn affidavit and other legally accepted supporting document (e.g. death certificate, divorce order etc). However, this does not qualify the next of kin to be the administrator of the estate.

2.27 STAFF RECORDS

- 2.27.1 The personnel file of any staff will be maintained as confidential data; only the staff's department head and immediate supervisor will have access to personnel records of employees reporting to them. An employee is not authorized to have access to his / her file.
- 2.27.2 In case a staff requires information from his/her personnel file; the staff should request this from Registrar (APD) through their immediate supervisor.
- 2.27.3 Staff members are required to inform Registrar (APD) in writing through their head of department about any change in personal information (e.g. change of address or telephone number, marital status, birth of a child, etc.), education qualifications, honorary appointments, etc. This information should be forwarded to the Human Resource department for his/her personnel records.

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SECTION 3:

PERFORMANCE MANAGEMENT POLICY

SECTION 3

PERFORMANCE MANAGEMENT POLICY

Performance Management involves the setting of agreed targets between the supervisor and the employee based on mutually planned goals, standards and competencies. This policy focuses on a shared understanding on what is to be achieved and formulating a plan for developing the capacities of the staff to enable them attain the set targets.

3.1 POLICY STATEMENT

3.1.1 The overall objective of the Performance Management System is to manage and improve performance in the Amref International University by enabling high level staff Participation, involvement in planning, delivery of services and evaluation of work performance. The University is committed to enhance performance of staff by ensuring that inadequacies in the performance of duty are enhanced by use of Performance Improvement Plan (PIP). Performance management system integrates work planning, target setting, performance reporting and feedback. Through the performance management, system the University will translate its corporate strategy into individual and departmental performance targets to ensure employees are able to perform effectively. The University shall provide an enabling work environment for the employees to perform.

3.2 OBJECTIVE

The objective of this policy is to manage and improve performance among employees in the University.

3.3 PERFORMANCE MANAGEMENT PROCESS

3.3.1 Performance Management Process

The key process steps in the Performance Management System involve staff, managers and supervisors and are:

- a) **Determining responsibility** (team and individual) at the beginning of a year for the achievement of departmental goals and objectives as described in the relevant work plans. These are documented and agreed upon in a individuals work plan

- b) **Regular monitoring and performance feedback** to ensure performance is on track to achieve objectives, including adjustments to work plans, discussing obstacles, coaching and agreeing priorities for next period
- c) **End of year review** and evaluation on whole year achievements against individual work plan/s and discussion on performance, strengths and opportunities for development.

3.4 MANAGING PERFORMANCE

- 3.4.1 Managing performance means the University providing employees with effective day-to-day support subject to availability of funds to enable them carry out their roles by ensuring that:
 - a) Necessary resources are provided;
 - b) Everyone is clear about the objectives and results required;
 - c) Staff are advised and guided as may be required;
 - d) Staff are trained and developed to enable them optimally perform their duties effectively and equip them for larger roles;
- 3.4.2 Targets and priorities shall be regularly reviewed according to the prevailing conditions
- 3.4.3 Positive Feedback on performance is timely communicated to individual employees
- 3.4.4 Staff take responsibility for their own performance.

3.5 APPRAISING PERFORMANCE

- 3.5.1 Staff performance appraisal is the periodic review of the progress on the implementation of set targets against the expected outcomes. It will be monitored using a prescribed tool / performance appraisal forms.

3.6 APPRAISAL PERIOD

- 3.6.1 The appraisal period shall cover one year from 1st January to 31st Decembet every financial year. The Annual Performance Appraisal report shall be a summation of the year's performance.

3.7 FREQUENCY OF REVIEW

- 3.7.1 Performance appraisal shall be an on-going and continuous exercise throughout the performance period. The individual staff member shall give his/her own self-appraisal after

which he/she shall be expected to discuss the results with the supervisor and both agree on the level to which the targets have been achieved.

3. 7.2 Milestones over the review period shall be documented and maintained semi-annually in the Appraisee’s personal file.

3. 8 END OF YEAR APPRAISAL

3. 8.1 The end year Appraisal shall take place at the end of the reporting period after 31st December every year.

3. 8.2 The supervisor and the appraisee shall meet at the end of the year to discuss the overall performance over the appraisal period.

3. 8.3 Prior to the meeting, the appraiser shall prepare a preliminary assessment of the extent to which the set performance targets have been achieved as agreed at the beginning of the performance period.

3. 8.4 The supervisor and the appraisee shall discuss the agreed performance targets together with any changes/comments from the quarterly performance appraisal.

3. 8.5 The supervisor shall assess the extent to which the appraisee has achieved the performance targets set, taking into account any unforeseen developments that may have affected performance during the period. He or she shall use the following ratings:

Table 1: Performance Ratings

AMIU Staff Performance Assessment- Rating Criteria		
Rating	Interpretation	Description
5	Outstanding Performance	The employee exceeds the standards of performance required by the job on two or more objectives while meeting the requirements of all other objectives. Excellent performance.
4	Good performance	The employee meets (100%) the standards of performance required by the job on majority of all objectives. Good performance.
3	Satisfactory Performance	The employee meets up to 75% of the standards of performance required by the job on majority of their objectives. Average performance.

2	Poor Performance	The employee fails to meet more than 50% of the standards required by the job on majority of their objectives. Performance is below average.
1	Unsatisfactory Performance	The employee's performance on majority of their objectives is below 50% of the standards of performance required by the job. Performance is way below average.

3.8.8 The Appraiser shall also participate by giving his/her views on the supervisor's assessment of his/her-performance.

3.8.9 Both the Supervisor and the Appraiser shall be expected to countersign against the assessment.

3.9 REWARDS AND SANCTIONS

3.9.1 Rewards and sanctions will be applied upon assessment of performance of employees. The rewards and sanctions shall be determined depending on the outcome of performance. The types of rewards and sanctions include:

- a) Commendation;
- b) Letter of Appreciation;
- c) Recommendation for Promotion;
- d) Recommendation for demotion;
- e) Recommendation for Training;
- f) Recommendation for counseling;
- g) Subjecting employees to Performance Improvement Plan (PIP);
- h) Extend the period of observation;
- i) Employee be terminated once the extended period is exhausted.

3.10 RECOGNITION AND COMMENDATION

3.10.1 This performance management system is primarily meant for managing the performance of an individual through regular feedback for self-development and improvement.

3.11 PERFORMANCE REVIEW

Performance review shall be based on what has been achieved; any constraints experienced taking into consideration any unforeseen circumstances.

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SECTION 4:

COMPENSATION AND BENEFITS

MANAGEMENT POLICY

SECTION 4

COMPENSATION AND BENEFIT MANAGEMENT POLICY

Compensation and Benefits management aims at analyzing and controlling employee remuneration, compensation and all of the other benefits for the employees. It defines and efficiently operates a reward structure that ensures fair compensation for all employees of the University.

4.1 POLICY STATEMENT

4.1.1 The University recognizes the role of compensation and benefit in performance improvement. It appreciates that every employee has a direct contribution to make towards the University's strategic objectives. Through this policy, the University shall strive to reward staff on the basis of their qualifications, responsibilities and performance.

4.2 OBJECTIVE

4.2.1 The Objective of this policy is to provide guidelines on effecting and controlling employee remuneration and benefits.

4.3 PURPOSE

4.3.1 The purpose of this policy therefore shall be to offer a remunerative package that is fair, competitive and motivating in order to attract, retain and enhance commitment, innovation and creativity towards full realization of staff potential.

4.4 REMUNERATION STRUCTURE

4.4.1 The University shall adopt a salary structure that consists of a range of salary scales with minimum and maximum pay rates or points. In addition, the University will be guided by the principles of fair play and equity and as approved by Council.

4.5 PAYMENT OF SALARIES

4.5.1 The salary of a new employee shall be computed from the date he/she assumes duty as confirmed by the head of department.

4.5.2 Salaries shall be paid in arrears and at the end of each month worked.

4.5.3 Pay-slips detailing each employee's salary shall be given to the members of staff at the time at which payment is made.

4.5.4 Salaries and other cash benefits shall normally be paid through a commercial bank and shall be transferred to the employee's bank account by the end of every month.

4.6 ENTRY POINT

4.6.1 A newly recruited employee shall enter at the minimum point of the salary scale to which he/she has been appointed

4.6.2 The University may, however, consider an enhanced entry point if the candidate has higher qualifications, experience and/or earning from the previous employer in the related sector and Terms of Employment.

4.7 COST OF LIVING ADJUSTMENT (COLA)

COLA will be based on official economic indicators within countries of operations and the University's affordability. COLA will be implemented within the calendar year effective from January; following the budget approval of the financial year in question. COLA adjustments affect all staff.

4.8 ANNUAL INCREMENTS

4.8.1 Each employee shall receive an annual salary increment in accordance with the stipulated salary structure until the maximum salary point of the respective job group.

4.8.2 Salary increment will be made once in a financial year for all staff members except those on short term contract and temporary terms of service. The increment date is 1st January every year.

4.8.3 An employee who has reached the maximum salary scale shall not earn annual salary increment until he/she is promoted to the next grade.

4.9 INCREMENTAL CREDITS

4.9.1 In giving incremental credit, any period of service or experience stipulated as a basic minimum requirement for appointment or promotion to a particular grade would be excluded as this constitutes the minimum requirements specified for the appointment to that grade.

4.9.2 Incremental credit may also be given to an employee who has obtained relevant higher qualifications than the minimum required for a particular job group as follows:

- a) Diploma - One (1) increment

- b) Undergraduate Degree - Two (2) increments
- c) Masters - Three (3) increments
- d) Doctor of Philosophy - Four (4) increments

4.9.3 The Vice-Chancellor shall approve the incremental credit.

4.10 DEDUCTIONS FROM AN EMPLOYEE’S SALARY

4.10.1 The University shall deduct from the salary of an employee:

- a) Statutory deductions such as Contributions to PAYE, NHIF, and NSSF, personal loan, pension and other approved schemes.
- b) Surcharged amount.
- c) Any amount paid to the employee in error as remuneration in excess of the amount of payable to him/her.
- d) Any amount which the employee has requested the employer, in writing, to deduct from his/her salaries.
- e) An amount due and payable by the employee under and in accordance with the terms of agreement, in writing, by way of repayment or part repayment of a loan made to him by the employer.

4.10.2 The above deductions may be made, provided that the total amount of all deductions from the wages of an employee at any one time shall not exceed two thirds ($\frac{2}{3}$) of such salary.

4.11 ALLOWANCES

The University shall pay allowances to members of staff as may be determined by the University Council from time to time. The allowances include:

4.11.1 Leave Allowance

The University will pay an annual leave allowance as may be determined and approved by the University Council from time to time. This allowance shall be paid once in a year.

4.11.2 Responsibility Allowance

Responsibility allowance shall be paid to members of staff who, in addition to their normal duties, are appointed to carry out additional responsibilities.

Employees appointed to the following offices shall be paid a responsibility allowance which shall be determined by the University Management Board from time to time:

- a) Vice-Chancellor
- b) Campus Directors, Deans, Directors and equivalents
- c) Registrars and equivalents
- d) University Librarian
- e) Finance Controller
- f) Department Heads and equivalents
- g) Others as may be determined by the University Management Board from time to time and as approved by Council.

4. 11.3 Official Travel Allowance

- a) Travel Approval
- b) International Business Travel shall be approved by the Vice Chancellor.
- c) Local travel will be approved by the Dean or Head of Department. Written travel authorization will be required for travel outside work station.

(ii) Official Travel Allowance

All travel related matters will be guided by Travel Policy. For all approved official travel, whether by air, water or land, staff shall be provided with reasonable accommodation within approved rates. Travel allowance caters for accommodation, and meals while on official travel. Out of pocket allowance is payable per night spent out for all official travel.

4. 11.4 Internet and Telephone Allowance

The University shall provide Internet and telephone allowance various categories of staff or such other officer(s) at rates determined by the Management and approved by the Council from time to time depending on the nature of their responsibilities. .

4. 11.5 Entertainment Allowance

Entertainment Allowance shall be payable to various categories of staff or such other officer(s) at rates determined by the Management and approved by the Council from time to time depending on the nature of their responsibilities.

4. 11.6 Relocation Allowance

When a member of staff is transferred from one station to another, he/she will be eligible for payment of transfer allowance immediately he is released to the new station, provided that the new station is not less than sixty (60) km radius from the old station.

4. 11.7 Overtime Allowance

- a) The weekly hours of work shall be 40 hours spread over 5 days.
- b) Staff members who work overtime shall be compensated by giving off days *in lieu* of cash allowance. Such compensation shall be at the rate of 2 hours for every 1 hour of overtime from Monday to Sunday and public holidays.
- c) Earned overtime shall not be accumulated for a period of more than one year unless dully authorized.
- d) Overtime shall only apply for special projects or tasks that the University may undertake from time to time.
- e) Employees in management shall not be considered for overtime.
- f) Overtime shall be recommended by the head of department and MUST be approved by the Deputy Vice-Chancellor (F&A) or his/her designate before the work is undertaken.
- g) The University shall not consider overtime for normal departmental work or routine duties where it is possible to make alternative arrangements to perform the duties within the normal working hours. Such arrangements may include working in shifts.

4.11.8 Acting Allowance and Special Duty Allowance

- a) Acting Allowance will be payable to a member of staff who on the recommendation of the Head or of the Department and approval of the Deputy Vice Chancellor (F&A) is formally appointed to act in an administrative post.
- b) To qualify for Acting Allowance the acting appointment must last for at least thirty (30) calendar days.
- c) When an officer does not possess the necessary qualifications and cannot be appointed to act in higher post, but is nevertheless called upon to undertake the duties of that post either in full or in part for a limited time, a Special Duty Allowance will be paid to him/her as approved by the Vice-Chancellor

4.11.9 Hardship Allowance

Hardship allowance will be payable to an employee in any area gazetted as a hardship area at the rates applicable to Amref Health Africa.

4.11.10 Non Practice Allowance

A monthly non-practice allowance is applicable to professionals as approved by the Council who are registered and are in the employment of AMIU. This shall be payable at prescribed

Government Rates or as otherwise approved by the Council from time to time. These allowance shall be paid on forfeiture of private practice.

4.12 CONSULTANCY ASSIGNMENTS WITH OTHER INSTITUTIONS

4.12.1 AMIU will undertake consultancy assignments with other institutions in order to develop linkages and to contribute to development activities, research, education and service and as per guided by the University consultancy policy

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SECTION 5:

TRAINING AND DEVELOPMENT POLICY

SECTION 5

TRAINING AND DEVELOPMENT POLICY

5.1 POLICY STATEMENT

5.1.1 The University recognizes training and development as a critical determinant in the quality of services rendered by the staff. The policy relates to both teaching and non-teaching staff. It is concerned with training of staff to realize their full potential and enhance their professional development and work environment. Members of staff are expected to have acquired their basic training in their relevant fields before they are employed.

5.2 OBJECTIVES

5.2.1 The policy aims at providing guidelines for enhancing efficiency and productive capacity of the University's human resources. It will also enable employees to realize their full potential and their professional and career development as well as improved work environment to meet and even exceed customer satisfaction. Employees training and Development is therefore, an integral component of the University's career development strategy as a corporate entity in the modern competitive environment.

5.3 THE NEED FOR TRAINING AND DEVELOPMENT OF STAFF

5.3.1 The University recognizes the need for training and development of all its staff. It shall therefore endeavor to offer training opportunities to all staff in order to improve their work performance and personal development.

5.4 JUSTIFICATION FOR TRAINING AND DEVELOPMENT

5.4.1 The following organizational requirements form justification for staff training and development:-

- a) Increased efficiency in University operations
- b) Skills development for improved personal performance.
- c) Lateral and vertical mobility.
- d) Career mobility (progression)
- e) Cater for anticipated human resource needs.

5.5 TRAINING NEEDS ANALYSIS

- 5.5.1 In order for the University to make decisions regarding training there will be a training need analysis which will be a basis for planning for the training and development of staff. Training needs analysis shall be informed by the need for improvement in the professional, technical and skilled competences of the University staff.
- 5.5.2 The training needs shall be determined in three ways;
- a) Through Annual Performance appraisals. A performance appraisal will be used to determine deficiencies in performance which can be remedied by training.
 - b) External survey on training needs analysis.
 - c) Identification of Institutional gaps in competencies.
- 5.5.3 The responsibility for the identification of training needs shall be vested in the immediate supervisors and staff.
- 5.5.4 The University's programmes and projected needs shall form the basis for determining such training needs.

5.6 TRAINING AND DEVELOPMENT COMMITTEE

- 5.6.1 There shall be a University Training and Development Committee appointed by the Vice-Chancellor on behalf of Council, to consider and recommend staff for training based on the following criteria;

5.7 SHORT TERM TRAINING

The specific needs of the University.

- a) Staff must have served the University continuously for at least six (6) months
- b) The course to be taken must be relevant to the duties as outlined in the training needs.
- c) The course taken will be in the interest of the staff's career growth and development.
- d) Frequency of such training undertaken by the staff.
- e) Availability of Funds and cost effectiveness
- f) Ensure the department's/section's operations are not compromised.

5.8 LONG TERM TRAINING

Employees who have previously undertaken training and want to go for training should have served the University for equivalent period of the training previously undertaken.

- a) Staff must have served the University continuously for at least three (3) years
- b) The specific needs of the University or department.
- c) The course to be taken must be relevant to the duties as outlined in the training needs.
- d) The course taken will be in the interest of the staff's career growth and development.
- e) Frequency of such training undertaken by the staff.
- f) Availability of funds and cost effectiveness.
- g) Ensure the department's/section's operations are not compromised.
- h) Principle courses will be sponsored by the University only if they can be undertaken with continued ability to perform one's duties.
- i) Staff attending full-time training of duration up to ninety days shall earn 80% of their salary; thereafter the staff will not earn a salary nor be entitled to any benefit but will remain in employment.

5.9 MEMBERSHIP OF THE UNIVERSITY TRAINING & DEVELOPMENT COMMITTEE

5.9.1 The membership of the University Training Committee shall consist of;

- a) Deputy Vice-Chancellor (F&A) - Chair
- b) Deputy Vice-Chancellor (A&A) - Member
- c) Registrar (Academics) - Member/Secretary
- d) Registrar (AP&D) - Member
- e) Finance Controller - Member
- f) Senate Representatives (2) - Member
- g) Representative Grade 1-5 (1) - Member
- h) Representative Grade 6-13 (1) - Member

5.10 ANNUAL TRAINING PLAN

5.10.1 This shall be developed based on the recommended training needs analysis.

5.10.2 The training plans including the costs shall be developed by the heads of departments and submitted to Human Resource through their respective divisions (Administrative & Academics) for consolidation and forwarding for approval by the Training Committee.

5.11 TYPES OF TRAINING

5.10.1 There are various types of training which may further be differentiated along several dichotomous dimensions; - short-term/long term; part-time/full time; internal/external; formal/informal and practical/ theoretical. The following training categories may, therefore, overlap along one or more of the above dimensions;-

- a) Induction
- b) Orientation
- c) Job Rotation
- d) Attachment/Internship
- e) On-the –job training
- f) Workshops, seminars, conferences etc.
- g) Professional
- h) Management Development training
- i) Certificate courses
- j) Ordinary and higher diplomas
- k) Bachelors
- l) Post graduate diplomas
- m) Masters
- n) Doctorate
- o) Post-Doctoral

5.12 CRITERIA AND PROCEDURES FOR SELECTING EMPLOYEES FOR TRAINING.

5.12.1 General criteria

5.12.2 The following criteria will be used to select members of employees for training;-

- a) Employees applying for any training shall be expected to meet the requirements for the particular training in question.

- b) For long term training (Diplomas, Degree Programmes lasting more than one year) priority for local training will be given to staff according to years of service in the University. For overseas training priority will be given to staff as per the age limit and other conditions specified by respective scholarships and grants.
- c) Except for staff appointed on Employees Development (e.g, Tutorial Fellows), eligibility for training will be after confirmation of appointment and offering normally three years uninterrupted service to the University.
- d) Staff proceeding on study leave must be bonded for an equivalent period of study leave.

5.13 PROCEDURE FOR TRAINING APPLICATION

- (a) All staff wishing to undertake any training shall apply to the Vice-Chancellor through respective Heads of department and Dean (For Academic staff) using prescribed forms to forward to the Staff Training and Development Committee.
- (b) All trainings shall be approved by Vice-Chancellor.

5.14 FUNDING FOR STAFF TRAINING AND DEVELOPMENT

- 5.14.1 The University should provide the lead in staff training and development by setting aside an annual budget. The Staff Training and Development Committee will oversee the management of the fund.
- 5.14.2 Unless under special arrangement, the University shall facilitate training through the following ways:
 - a) University Scholarship.
 - b) Scholarships from external sponsors.
 - c) Scholarships from special projects.
 - d) Split sponsorships (University and external donors)
 - e) Self- sponsorship
 - f) Reimbursable scholarship.
- 5.14.3 Each scholarship shall be awarded according to selection criteria stipulated in this training policy. Staff will qualify for any of the sponsorships, one at a time, and must only proceed for training after approval.

5.15 UNIVERSITY SPONSORSHIP

5.15.1 The University sponsorship shall be awarded to staff under the same conditions as external scholarships on a competitive basis and should take the following forms:-

a) Graduate assistants trainees

5.15.2 Subject to availability of funds Graduate Assistants (who are graduates of AMIU) pursuing higher degree at the University may be given scholarship.

5.16 BONDING OF TRAINEES

5.16.1 Staff who have benefitted from training shall be bonded to serve the University for an equivalent period of study.

5.16.2 A staff who breaches the terms of the bond agreement shall reimburse the University the equivalent of the remaining bonding period with the prevailing interest rates.

5.17 EXTERNAL SCHOLARSHIPS

5.17.1 The University shall solicit and obtain scholarships from various donor organizations for sponsorship of staff on training. Possible sources of funds are:-

a) University – Industry links

b) External donors/partnerships

5.17.2 Staff are also encouraged to solicit and obtain scholarship from various sponsors/ donors for training.

5.18 SPECIAL PROJECTS SCHOLARSHIP

5.18.1 Departments/Schools/Institutes of the University sometimes do receive grants from external sources for special projects and contain training scholarships. Such departments/schools should make recommendations; channel them through Staff Training and Development Committee which will take into consideration special circumstances under which such scholarships were negotiated.

5.19 SPLIT SCHOLARSHIPS

5.19.1 The split scholarships for training with prior arrangements shall be subjected to the Memorandum of Understanding under which the scholarships were obtained. This includes the areas for training under which such scholarships are aimed at.

5.20 SELF SPONSORSHIP

5.20.1 There are always possibilities that staff may be financially capable of sponsoring themselves for training of their choice and which they qualify to undertake.

5.20.2 This kind of sponsorship should be encouraged as much as possible with the undertakings that employer shall also contribute towards the motivation by promotion or offering more responsibilities upon completion of the training.

5.21 TRAINING EVALUATION

5.21.1 Staff on training should submit progress reports through their supervisors

5.21.2 A job performance appraisal should be undertaken to determine the value of training.

AMIU/P/R/ADM/HR/006

**SECTION 6:
PROMOTION
POLICY**

SECTION 6

PROMOTION POLICY

6.1 POLICY STATEMENT

- 6.1.1 The University shall provide opportunities for staff development by way of promotion or upgrading of qualified and competent employees to senior positions whenever a vacancy arises within the approved establishment. The University shall ensure that all promotion decisions are based on merit. All staff members who qualify for promotion to a post shall be considered fairly and competitively.
- 6.1.2 Where vacancies arise, opportunities shall be accorded to serving staff, however if no suitable candidate is identifiable, then external sourcing will apply. The outcome of performance appraisals shall form the basis for promotions.
- 6.1.3 To qualify for promotion a staff shall be required to serve for at least one (1) year after the last promotion or after appointment. The University Council may however approve promotion of a staff member for purposes of enhancing organizational performance and in the interest of employee retention even though such staff members may not have served for one (1) year since their last promotion or after appointment.

6.2 PROCEDURE FOR PROMOTION

- 6.2.1 A member of staff shall apply for promotion to the Vice Chancellor through the immediate supervisor after one (1) year of continuous service with relevant publications or achievement of higher qualifications.
- 6.2.2 The Vice-Chancellor shall constitute a Staff Promotion Committee Grades 9-13 Chaired by a Council Member; Grades 5-8 Chaired by the Vice Chancellor and Grades 1-4 Chaired by DVC F&A.
- 6.2.3 In evaluating the request for promotion, the Staff Promotion Committee shall also consider the individual's performance appraisal report.
- 6.2.4 The Staff Promotion Committee shall consider requests for promotion and make recommendations.

AMIU/P/R/ADM/HR/007

SECTION 7:

LEAVE ADMINISTRATION POLICY

SECTION 7

LEAVE ADMINISTRATION POLICY

7.1 POLICY STATEMENT

- 7.1.1 The University shall encourage staff to go on leave as entitled. This shall ensure that the staff renew their energies and register improved efficiency hence becoming more productive at work. Leave is therefore aimed at rejuvenating staff and cannot be substituted unless circumstances so demand.
- 7.1.2 All leaves are subject to the demand of service and shall be administered by the University at its discretion. In this regard, a staff on leave, other than sick leave, may be recalled before such leave ends due to exigencies of work. The Vice Chancellor or any duly authorized officer acting on behalf of the Vice-Chancellor, may vary, postpone or deny leave, at any time subject to exigency of work.
- 7.1.3 When proceeding on leave a staff shall be expected to hand over his/her duties to an appropriate person as agreed with the immediate Supervisor.

7.2 CATEGORIES OF LEAVE

- 7.2.1 Annual Leave
- a) The leave year will run from 1st January to 31st December of every year.
 - b) An employee of the University shall be entitled to an annual leave of Twenty Five (25) working days.
 - c) An employee shall qualify for an annual leave after being in service y for six (6) months.
 - d) Leave days shall be taken within the 12 months immediately following the period in which leave was earned. An employee may be allowed to carry forward up to a maximum of ten (10) annual leave days into the next leave year.
 - e) In the event of carry forward of more than 10 days, staff should obtain approval in writing from the Deputy Vice-Chancellor (F&A).Unutilized leave days shall be taken in full in the following year.

- f) Members of staff shall be expected to apply for annual leave by filling in an online leave application through the staff portal. Leave applications should be submitted at least two (2) weeks before the leave starts unless in case of an emergency.
- g) On separation of appointment, an employee shall be entitled to his/her outstanding leave days and may be considered in lieu of resignation notice.

7.2.2 Sick leave

- a) In the event of absence on account of sickness or injury, the staff or someone on his/her behalf shall inform the University of the reason of the staff's absence by the end of the second day from the day on which absence first occurs.
- b) The staff shall submit to the University a letter from a qualified medical doctor or Health Facility which will indicate the first day of illness and the date on which the staff is expected to return to work.
- c) Where the absence lasts for more than seven (7) consecutive days, the Employee shall as far as is reasonably practicable update the University on the condition on the seventh day and continue to do so at intervals of not more than seven days until the Employee resumes duty.
- d) Any absence from duty due to illness or accident which is not caused by the staff's own neglect or misconduct will be treated as sick leave in accordance with the Employment Act, 2007 subject to a maximum of fourteen (14) days in each year of which the first seven (7) will be on full pay and the second seven (7) days shall be on half-pay.

If the staff is absent due to illness or accident for any period in excess of the sick leave stipulated in sub-clause 7.d) above then:-

- a) The staff will not be entitled to any salary during such absence unless the University at its sole discretion decides otherwise;
- b) The staff are eligible for sick leave of two months (60 calendar days) on full pay and a further two months (60 calendar days) on half pay per calendar year. Thereafter, a thorough medical review by a University approved medical practitioner will be carried out with a view to determine staff's ability to carry out duties.
- c) While the Employee remains absent due to illness for a period exceeding One Hundred and Twenty (120) days the University may terminate the employment on the grounds of

physical incapacity but the Employee will be entitled to any benefits earned up to the date of termination.

7.2.3 Time Off after Official Travel

Work that involves travelling over weekends or designated public holidays will be compensated by TOIL for each weekend or holiday travelled. In such cases all staff involved qualifies for TOIL. TOIL must be approved and taken within one month of earning it and at a time agreed with the immediate supervisor. Application for TOIL will be as per procedure for leave application.

7.2.4 Compassionate leave

Compassionate leave of ten (10) working days will be granted for bereavement or emergencies in the immediate family (one spouse, child, parents and parents in law, sister, and brother) per occurrence in a year. For emergencies, the staff and supervisor to assess the need and approval period. Staff shall use their annual leave for death occurrences of non-immediate family. However, the staff member may take more days as may be authorized by the Vice Chancellor

7.2.5 Maternity/Paternity leave

7.2.5.1 Maternity leave

A female staff shall be entitled to paid maternity leave of 90 calendar days or in accordance to the country's labour laws on maternity leave, whichever is favorable on childbirth. Additional leave may be taken as unpaid annual leave or paid annual leave, as appropriate.

Sick leave can be considered for additional leave where serious pregnancy complications occur and medical documentation is produced.

If a female staff suffers a miscarriage or still born shall be entitled to full maternity leave of 90 calendar days unless she opts to return to work earlier than this.

7.2.5.1 Paternity Leave

Male employees shall be entitled to ten (10) working days paternity leave with full pay during maternity confinement of their legal spouse. In this regard, it is clarified that in case of a male employee with more than one (1) spouse, he will be entitled to paternity leave only in respect of the wife registered under the University medical scheme-and such leave shall be taken not more than once in a year.

7.2.6 Unpaid Leave of Absence

Upon request, staff may be granted unpaid leave of absence for personal reasons, on the recommendation of the Head of department and approval of the Vice-Chancellor.

7.2.7 Paid Leave of Absence

Upon request, staff may be granted paid leave of absence if they are travelling abroad to attend and/or present papers in conferences aimed at enhancing their teaching and research capacities. Such staff shall be required to present a report to the Vice Chancellor within two (2) weeks upon return.

7.2.8 Study leave

- a) Study leave shall only be granted by the Vice Chancellor on the basis of the needs of the University and the interests of staff development.
- b) Study leave approval and leave duration shall be as stipulated in the University Training Policy and as per the Terms of Service.
- c) Applications for study leave shall set out in detail the course of study proposed, the duration of leave requested and the financial assistance sought. Applications shall be sent through the Deputy Vice Chancellor (F&A) to the Vice Chancellor.
- d) The Vice Chancellor shall have discretion to accept or reject an application for study leave.

7.2.9 Special Leave

The Vice Chancellor may at his/her discretion, grant special leave for any purpose not covered by the categories of leave set out in this policy. In granting such leave, the Vice Chancellor shall take into account the frequency of such absence.

7.2.10 Compulsory leave

- a) The appointing authority may order a member of staff to go on compulsory leave to pave way for investigations on serious allegations made against him/her. Such leave shall not exceed three (3) calendar months and shall be separate from annual leave.
- b) A staff on compulsory leave shall be paid his/her basic salary, housing allowance and insurance cover only.
- c) In case the investigations continue for more than three (3) months, the appointing authority may extend the leave by one (1) month.

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**SECTION 8:
STAFF TRANSFER
POLICY**

SECTION 8

STAFF TRANSFER POLICY

8.1 INTRODUCTION

8.2 TRANSFER, REASSIGNMENT AND REDEPLOYMENT

- 8.2.1 The University may transfer staff when and where necessary. Staff should be willing to accept transfers or reassignment or redeployment. This is part of the University's initiative to create a multi-skilled work force across its network and also to increase efficiency.
- 8.2.2 The University's primary obligation is to provide the best and most qualified person for the various assignments in the organization.
- 8.2.3 In transferring/reassignment/ redeployment, the University will consider the staff's special and personal circumstances.
- 8.2.4 Where transfer, reassignment, or redeployment is objected to by any staff on reasonable grounds, management will make every effort to find a suitable alternative. Subject to the foregoing, when transfer is requested, compliance will be expected.
- 8.2.5 Where transfer or reassignment or redeployment is objected to by any staff without reasonable grounds, the action will be treated as insubordination and hence a disciplinary case.

8.3 TRANSPORT UPON TRANSFER

- 8.3.1 An employee who is transferred at the instance of the University from one station to another shall be:
- a) Provided with transport for his/her/her household effects or be paid relocation allowance.
 - b) Entitled to fourteen (14) days subsistence allowance as settling allowance.
- 8.3.2 Section 9.3.1 above is only applicable where the station is more than 60km from transfer station.
- 8.3.3 A Staff who requests for a transfer to any station shall not be entitled to relocation allowance and subsistence allowance.
- 8.3.4 The Vice -Chancellor may transfer a staff from one campus to another or from one department to another.

8.4 HANDING OVER REPORT

On transfer a staff shall prepare a comprehensive handing over report under the supervision of the immediate supervisor.

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SECTION 9

STAFF INSURANCE

POLICY

SECTION 9

STAFF INSURANCE POLICY

9.1 POLICY STATEMENT

9.1.1 The University is committed to providing insurance cover to its staff in order to enhance staff safety and health for optimum productivity. The University shall offer the following types of insurance covers:

- a) Medical Insurance
- b) Group Personal Accident Insurance Cover
- c) Group life Assurance

9.2 MEDICAL INSURANCE COVER

9.2.1 The University shall have a Medical Cover to cater for both in-patients and out-patient treatment.

9.2.2 With the approval of the Vice-Chancellor, children of an employee over the age of eighteen (18) years and are undergoing an approved full-time course of higher or other approved education shall be included in the medical cover. Such extensions shall not apply for children above the age of twenty five (25) years even if they are in school or college.

9.2.3 Staff with more than four children, as recognized under the University medical scheme, the younger ones shall be registered under the Medical Scheme to replace those children no longer covered under the University Medical Scheme.

9.3 GROUP PERSONAL ACCIDENT INSURANCE COVER

9.3.1 The University shall take a Group Personal (GPA) insurance cover for all its staff in accordance with the law to cover accidents which may occur anywhere in the course of duty.

9.3.2 All accidents shall be reported to the immediate supervisor who shall seek assistance from the relevant authority immediately.

9.4 GROUP LIFE COVER

9.4.1 The University shall take a Group Life Assurance cover for all its staff with contracts attracting benefits.

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SECTION 10:

**OCCUPATIONAL SAFETY & HEALTH
POLICY**

SECTION 10

OCCUPATIONAL SAFETY AND HEALTH POLICY

10.1 POLICY STATEMENT

The University is committed to ensure that its activities are conducted in a healthy and safe environment. The University endeavors to comply with the provisions of the Constitution of Kenya, Occupational Safety and Health Act, 2007 (OSHA, 2007), the Employment Act, 2007 and the Work Injury Benefits Act, 2007 (WIBA) and related legal notices from time to time.

10.2 SCOPE

This policy shall apply to all persons safety and health while at the University premises.

10.3 RESPONSIBILITY OF THE UNIVERSITY

- a) Ensure that the health and safety policy is implemented in all departments.
- b) Monitor the workplace to ensure that safe conditions and practices are maintained.
- c) Where risks are identified, ensure that these are rectified, as far as is reasonably practicable.
- d) Ensure that staffs are aware of safety procedures.
- e) Ensure all equipment, plant and substances used are suitable for the task and are kept in good working condition;
- f) Provide adequate training, information, instruction and supervision to ensure that work is conducted safely.
- g) Take immediate and appropriate steps to investigate and rectify any risks to health and safety arising from the work activity.
- h) Ensure that all accidents and “near misses” are properly recorded and reported and that an investigation is carried out to determine causal factors.
- i) Mainstreaming safe access to and exit from the workplace at all times.
- j) Provide sanitary facilities to persons with disabilities.

10.4 RESPONSIBILITIES OF THE STAFF

- a) Take reasonable care for their own work place occupational health and safety
- b) Consider the safety of other persons who may be affected by their acts or omissions
- c) Work in accordance with information, instructions and training provided
- d) Refrain from intentionally misusing or recklessly interfering with anything that has been provided for health and safety reasons.
- e) Report any hazardous defects or shortcomings in their work stations and /or equipment.
- f) Report any suspicious characters that may pose security threat.
- g) Not undertake any task for which authorization and/or training has not been given.
- h) Ensure proper use of personal protective equipment provided.
- i) Bring to the prompt attention of the Vice-Chancellor or his/her representative any health and safety issue that require their attention.

10.5 FIRST AID

10.5.1 The University shall train staff on first aid techniques to assist in cases of accidents and emergencies, which may occur at the workplace. Further, the following shall be done to achieve efficiency and adequacy in first aid:

- a) sensitization of employees on procedures to be followed in the event of illness/injury at work will be done at regular intervals.
- b) Appropriate Occupational first aid kit shall be maintained and availed in an accessible area. All first aid equipment shall be clearly marked FIRST AID

10.6 CLEAN WATER

10.6.1 Clean and treated water shall be provided for drinking throughout the workplace.

10.6.2 Clean water shall be provided for sanitary use throughout the workplace.

10.7 OCCUPATIONAL HEALTH CHECK-UPS

10.7.1 Staff complaints on occupational illness will be investigated and appropriate health check-ups shall be carried out from time to time. The health of staff working in areas where exposures to hazards are more likely will be monitored regularly. The University encourages staff to regularly undertake health check-ups.

10.8 SAFETY

10.8.1 The University operates on the principles that accidents and injuries are preventable and therefore actively promotes high standards of safety consciousness among the staff and those associated with its activities.

10.9 WORKING ENVIRONMENT

10.9.1 The University shall ensure that staff are aware of safety hazards in their working environment and participate in the prevention of accidents when engaged in their day to day duties.

10.9.2 The University shall also strive to promote environmentally friendly operations in all its activities.

10.10 PROTECTIVE EQUIPMENT AND CLOTHING

10.10.1 The University shall provide protective equipment and clothing for use by those staff whose working environment so requires and must be used at all times and appropriately.

10.11 SMOKING

10.11.1 The University as a health conscious organization promotes a non– smoking environment.

10.12 ALCOHOLISM AND SUBSTANCE ABUSE

The University also recognizes that alcohol and drug abuse problems can have a detrimental effect on work performance and behaviour. The University has a responsibility to its staff to ensure that this risk is minimized.

- a) Consequently, being at work while impaired by drugs or alcohol is strictly prohibited. The illicit use of legal drugs or the possession, use, distribution or sale of illegal drugs within the University's premises is strictly prohibited.
- b) The University recognizes that alcohol and drug abuse related problems are an area of health and social concern. It also recognizes that a member of staff with such problems needs help and support from his / her employer.

10.13 DISPOSAL OF WASTES

10.13.1 The University shall endeavor to promote and maintain a healthy environment by ensuring that all waste materials known to have negative impact on the environment are properly disposed.

AMIU/P/R/ADM/HR/011

**SECTION 11:
STAFF WELFARE
POLICY**

SECTION 11

STAFF WELFARE POLICY

11.1 POLICY STATEMENT

The University values its staff members and cares about their social welfare and their future. Accordingly, the University shall establish social welfare initiatives and ensure the wellbeing of employees.

11.2 SPORTS

The University shall provide wellness facilities at subsidized rates to cater for group and individual social activities.

Staff members shall be encouraged to take advantage of the facilities for physical fitness, sound health and social interaction.

11.3 FUNERAL SUPPORT

In the event of a staff member's death, the organization shall provide:

- a) Two months basic salary
- b) US\$ 2,000 or equivalent in local currency towards coffin, hearse and placement of obituary in the newspaper.

11.4 PROCEDURE FOR ACQUIRING FINANCIAL ASSISTANCE

11.4.1 Loans

The University shall endeavor to promote development and wellbeing of its staff. For this purpose, the University may facilitate the acquisition of personal loans from identified commercial banks. All deductions shall be subjected to the statutory regulation of the two – third rule.

11.5 PERSONAL LOAN

11.5.1 The University may engage financial institutions with the aim of developing products to provide personal loan services to all staff.

11.5.2 The University shall not take responsibility for any such loans.

11.6 SAVINGS AND CREDIT COOPERATIVE SOCIETIES (SACCOS)

- 11.6.1 The University shall encourage all staff members to join Amref SACCO.
- 11.6.2 The University shall be responsible for deducting the agreed amount of SACCO contributions and loan repayments through a check off system and remit for as long as the member remains a University staff.
- 11.6.3 The University shall not take responsibility for any such loans.

11.7 RETIREMENT BENEFITS

The University provides a non-contributory accrued benefit to staff either in the form of a provident fund, pension scheme, or government-specific prescribed contribution. The organization will pay a total contribution equal to 14% of regular contract staff's basic salary to a national or private provident/ pension fund.

Staff can make a voluntary contribution to the scheme as they wish for private run schemes or up to the government's allowed limits for a statutory pension scheme.

For expatriate staff, membership to either the local scheme/fund or an international scheme/fund is open depending on access to international banking facilities or the ability to participate in national funds.

AMIU/P/R/ADM/HR/013

SECTION 13:

**STAFF CODE OF CONDUCT & ETHICS
POLICY**

SECTION 13

STAFF CODE OF CONDUCT AND ETHICS POLICY

13.2 POLICY STATEMENT

- 13.2.1 This Code of Conduct and Ethics contains general rules of conduct to be observed by University staff so as to maintain his/her integrity, and loyalty to the University and also to uphold the dignity of the University office to which he or she has been appointed. It should be borne in mind that every staff of the University occupies a special position and ensure that his/her conduct both in public and private life does not bring the employer into disrepute. It is therefore imperative that every University employee adheres to these rules of conduct and such other rules that may be promulgated from time to time.
- 13.2.2 The Staff Rules and Regulations do not purport to cover all the relationships between the employee and the University. In the absence of a written code of Ethics, every employee will be expected to observe certain rules of conduct and discipline both at work and in his/her private affairs. In particular, every employee will be expected to conduct himself/herself in accordance with laws, regulations or specific order regulating behavior or conduct in Kenya and to the University's code of conduct.

13.3 COMPLIANCE WITH GENERAL CODE

An employee shall comply with all the requirements of the Code of Conduct and Ethics set out in the Amref Health Africa Global Code of Conduct.

13.4 INTEGRITY AND IMPARTIALITY

- a) A staff shall conduct himself/herself in a manner that promotes the universally recognized rights and freedoms of persons in order to protect the dignity of a person that the University seeks to serve.
- b) (2A staff shall uphold at all times the dignity of the University by conducting his/her official duties and private affairs with integrity and in an impeccable manner.
- c) A staff shall respect, protect and promote the human rights and freedoms of everybody in the University without discrimination on the basis of race, ethnicity, gender, political opinion, disability, religion or culture.

- d) A staff 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.
- e) A staff shall participate in enhancing, maintaining and enjoying the provisions of this Code.
- f) A staff shall respect, promote and comply with the rule of law.

13.5 TEACHING AND CONDUCT OF EXAMINATION

An employee who is a member of the academic staff shall organize his/her instruction, assessment and examination in a manner that complies with all the University requirements and expectations as stipulated in the University's Examinations policy.

13.6 PROFESSIONALISM AND COURTESY

- a) A staff shall strictly adhere to the terms of his/her employment contract.
- b) Breach of his/her employment contract shall be deemed to be a breach of this code.
- c) A staff shall conduct himself/herself with personal decency and decorum.
- d) A staff shall actively and personally promote a culture in the University that aims at providing efficient, responsive, effective services and shall be courteous to all persons in the provision of such services.
- e) Observing service standards as spelt out in the University's service charter.

13.7 DRESS CODE

In order to bring out the professional, solid and reliable image that all AMIU staff represent, staff are expected to be well groomed and smartly dressed at all times while on duty. All staff must be in official business attire. Staff attending business occasions/meetings are expected to conform to the official dress code as above.

13.8 CHAIN OF COMMAND

- a) A member of staff at supervisory or higher level should follow the laid down chain of command in delegation of duties and monitoring of performance.
- b) Members of staff are expected to strictly adhere to the established chain of command at all times and desist from acts of insubordination or exceeding powers that have not been properly granted.

13.9 NEPOTISM / FAVOURISM

A member of staff of the University shall not discriminate. Members of staff are expected to refrain from any form of discriminatory practices and stereotypes based on gender, region or origin, historical background or nepotism.

13.10 OFFICE HOURS

- a) AMIU's official office hours are from Monday to Friday (8.00 am to 5.00pm) with a one-hour lunch. There may be unforeseen circumstances which may require employees to put in extra hours beyond the minimum of 40 hours per week and or come in over weekends and Public Holidays. In such instances, employees will be expected to honor their work assignments as part of their commitment to AMIU's mission.
- b) Any staff leaving their duty station for any period of time in the course of the working day should do so with the knowledge of their immediate supervisor.

13.11 ATTENDANCE OF DUTY

Staff shall not absent himself from duty without reasonable cause.

13.12 MANAGEMENT OF RESOURCES

- a) Staff shall not misuse the resources of the University.
- b) Staff shall ensure that the University resources under his/her charge are properly utilized and fully accounted for.
- c) Staff shall not use the University resources to unjustly enrich himself / herself.

For the purposes of this paragraph, **“the University’s resources”** includes-

- a) Physical facilities including the buildings, recreational facilities, infrastructure and all movable and immovable assets
- b) University funds, however obtained, including funds received from students as tuition or accommodation fees, donations, contribution or gifts, and any funds otherwise obtained for use for University education.
- c) Furniture, equipment, apparatus, stationery and research materials, whether living or dead.
- d) Motor vehicles and transport facilities provided for the purposes of University activities.

13.13 CONDUCT OF RESEARCH

- a) Staff who are utilizing the University resources to conduct a non-University work shall disclose this fact to the Vice Chancellor.
- b) A staff 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 member and students of the University enjoy.
- c) All intellectual property rights shall be as per the relevant University policies.

13.14 PUBLICATIONS, ARTICLES AND COMMUNICATIONS

AMIU encourages its employees to write and publish articles.

- a) All publications by employees must conform to policies, reflect the image and promote the interest of AMIU.
- b) Any publications, articles or reports prepared by employees in the course of their employment must be reviewed and approved by the relevant committees.
- c) No employee shall conduct or give any verbal or written interview to the press or the media without express written authority from the Vice Chancellor. Any inquiries from the media/press should be directed to the Vice Chancellor be they from individuals (journalists, researchers) or other institutions.

13.15 GIFTS AND DONATIONS

- a) A staff shall not solicit for any benefit of any kind, for himself/ herself or for any person, on account of anything to be done or omitted by him/her in discharge of his/her duties or by virtue of his/her official position.
- b) A staff shall ensure that no member of his/her family solicits or accepts any gift, money, hospitality, free passage or favors from any person or organization that might reasonably be thought to influence or be intended to influence the officer in discharging his/her official duties and responsibilities.
- c) Where a gift/ money is given with or without the employee's knowledge or where refusal of a gift would be offensive to custom or might amount to bad public relations; the staff

shall notify his supervisor and the Vice Chancellor in writing who shall decide how the gift is to be disposed of.

Notwithstanding any other provision of this Code, but subject to the Global Code of Conduct and Ethics set out an employee may:-

- a) Accept gifts which are occasional and inexpensive or in the form of a souvenir or gifts whose value does not exceed twenty five thousand shillings; and
- b) Accept personal gifts or donations from relatives or friends on such special occasions as may be recognized by custom.

This rule does not prohibit an employee from participating in social activities and accepting gifts during such occasions if the employee is participating in such activities in his/her personal or private capacity.

When any gift or donation is made for development of the University, the staff shall:-

- a) In writing declare to the Vice Chancellor the nature of the gift or donation
- b) Request the Vice Chancellor to acknowledge the gift.
- c) In writing inform the Vice Chancellor the intended utilization of the gift or donation and
- d) Account to the Vice Chancellor in regard to the utilization of the gift.

13. 16 PRIVATE INTERESTS

A staff;

- a) Shall ensure that he/she does not subordinate his/her/ official duties to his/her private interests or put himself/herself in a position where there is conflict between his/her official duties and his/her private interests.
- b) Shall not associate outside his/her official duties with any financial or other activities in circumstances where there could be suspicion that his/her official position or official information available to him/her was being turned to his/her private gain or that of his/her associates;
- c) Shall not to engage in any occupation or business which might prejudice his/her status as an staff or bring his/her office or University into disrepute or dispute; and

- d) Shall not in any way trade with the University or allow his/her spouse or relatives to do so, or trade with any other institution where he/she is likely to have an undue advantage by virtue of his/her office.

In the event a relative of a staff is to trade with the University, the staff who knowingly fails to disclose this in writing has committed an offence.

13.17 CONDUCT OF PRIVATE AFFAIRS

- a) A staff shall conduct his/her private affairs in a way that maintains and enhances public confidence in the integrity of the University.
- b) A staff shall not neglect his/her financial or other obligations to his/her family and other persons or organizations in a manner that brings disrepute or dispute to the University
- c) A staff shall be a role model to his/her/his students, colleagues and other people around him/her and shall therefore refrain from engaging in activities that undermine this role or bring the University into disrepute or dispute.

13.18 PARTICIPATION OF AMIU STAFF IN OTHER INSTITUTIONS

- a) Staff members are not allowed to engage in any salaried or paid employment outside the University.
- b) A staff member shall have the obligation of disclosure in writing to the Vice Chancellor of activities in other institutions that may be perceived to be employment.
- c) A staff member who is a director or trustee of an institution such as a company or NGO shall disclose this in writing to the Vice Chancellor.

13.19 POLITICAL OFFICE

Staffs, who wish to vie for an elective political office, shall be required to resign from his/her office in the University at least six (6) months before the date of election as stipulated in the Elections Act (2011). However, a staff will only leave office to participate in the election process on nomination for the general election or conclusion of the nomination process for said election.

13.20 DUTY OF DISCLOSURE/ REPORTING MALPRACTICES

A member of staff has an obligation to report to the Vice Chancellor or to the corruption prevention whistle blower of any wrongdoing he/she has observed or become aware of regarding any individual in the University.

13.21 EMPLOYMENT OF RELATIVES

13.21.1 Employment of persons who are related by blood or marriage to a staff member will be considered if one is not the supervisor of the other or working in the same department

13.21.2 Relatives shall not be deployed in the same department.

13.21.3. There is an obligation of disclosure of relationships by staff.

13.22 CONFIDENTIALITY

- a) Staff members must ensure that all information and records of the University are maintained in a confidential manner.
- b) This will include any confidential information or document with respect to the University, and matters related to staff, students, suppliers or others associated with the University which should not be disclosed or mentioned to anyone except to persons authorized to access such information.
- c) A staff must not disclose any information concerning the affairs of the University or its employees, or show or release any official document or information to any unauthorized person.
- d) The obligation of confidentiality includes examination materials which shall not be availed in total or in part to candidates or any unauthorized persons as stipulated in the examinations policy.

AMIU/P/R/ADM/HR/014

**SECTION 14:
STAFF DISCIPLINARY
POLICY**

SECTION 14

STAFF DISCIPLINARY POLICY

14.1 INTRODUCTION

The Disciplinary process shall be guided by Fair Administrative Action Act No.4 of 2015 as well as other relevant.

14.2 POLICY STATEMENT

14.2.1 The University shall ensure that there is a just, fair and systematic approach across the University to address breaches in the Terms and Conditions of Service, the Kenyan Constitution, the Code of Conduct and Ethics, The Employment Act, and other relevant Acts. This policy is meant to be deterrent as well as corrective.

14.3 DISCIPLINARY OFFENCES

There are three types of offences: minor, major and gross misconduct. In some cases, the boundary between these categories is not clearly defined and the Registrar (APD) office may be asked for guidance. Any precedents established in this manner will be used to update the categorization of offences. The offences include, and are not limited to the following:

14.3.1 Minor Offences

- a) Failure to observe punctuality at place of work without reasonable cause
- b) Absence from duty for not more than two days without permission
- c) Negligence in the performance of duty
- d) Using deliberate/ willful/demeaning insulting language to other employees or behave/ conducting oneself in manner that might be interpreted as disrespectful to the University or a person placed in authority over him or any person carrying out the duties on behalf of the University
- e) Financial/ pecuniary embarrassment. Staff will be required to properly manage their financial affairs and meet their private obligations without involving the employer. Frequent borrowings from other staff, salary attachments for payment of private debts impair an employee's performance and may bring AMIU into disrepute.
- f) Hawking goods and wares in the offices affecting staff productivity.

- g) Betting and gambling affecting staff productivity within the University premises
- h) Sleeping while on duty during working hours
- i) Sexual harassment.
- j) Loitering aimlessly in a disruptive manner while on duty resulting in delay of work.
- k) Politicking at work

14.3.2 Major Offences

- a) Absence from duty for not more than two days without permission
- b) Negligence in the performance of duty
- c) Using deliberate/ willful/demeaning insulting language to other employees or behave/ conducting oneself in manner that might be interpreted as disrespectful to the University or a person placed in authority over him or any person carrying out the duties on behalf of the University
- d) Intoxication causing improper performance of work.
- e) Failure to declare conflict of interest.
- f) Financial/ pecuniary embarrassment. Staff will be required to properly manage their financial affairs and meet their private obligations without involving the employer. Frequent borrowings from other staff, salary attachments for payment of private debts impair an employee's performance and may bring AMIU into disrepute.
- g) Misuse of University property: Converting funds, movable and immovable assets and other resources to unauthorized personal use.
- h) Hawking goods and wares in the offices affecting staff productivity.
- i) Subordination of ones duty to further private interests.
- j) Disclosure of information of personal nature of other employees in the University in a scandalizing manner verbally or non-verbally including through social media or rumormongering.
- k) Sexual harassment when there is persistence.
- l) Willful neglect to perform official duties or to carelessly and improperly perform any work which is in one's line of duty
- m) General negligence of duty

14.3.3 Gross Offences

- a) Absence from duty for not more than two days without permission
- b) Insubordination or disobedience aggravated by other misconduct
- c) Subordination of ones duty to further private interests.
- d) Negligence in the performance of duty
- e) Using deliberate/ willful/demeaning insulting language to other employees or behave/ conducting oneself in manner that might be interpreted as disrespectful to the University or a person placed in authority over him or any person carrying out the duties on behalf of the University
- f) Intoxication causing improper performance of work.
- g) Failure to keep the secrets of the University as per the official Secrets Acts (Cap.187) and the AMIU Code of Conduct and Ethics
- h) Failure to declare conflict of interest.
- i) Pays or authorizes payment to entity he owes interest in.
- j) Seeks to or influence any person with a view of obtaining advancement for services rendered.
- k) Misappropriation or embezzlement of AMIU funds.
- l) Receiving/ soliciting gifts/ rewards or commission for self-enrichment by himself or members of the family and failure to disclose to the University management after receiving a gift or financial gain
- m) Makes or utters false statements in the matter that he/she has no authority to furnish information or give professional or technical advice.
- n) Deliberately, willfully, or negligently causing improper payments out of AMIU funds.
- o) Misuse of University property: Converting funds, movable and immovable assets and other resources to unauthorized personal use.
- p) Associate with parties through which or whereby AMIU incurs loss of funds or assets as a result of improper documentation, fraud, either by self or in collusion with blacklisted third parties
- q) Incite other employees to violence and / disaffection against AMIU or management.
- r) Convicted of a criminal offence committed outside AMIU and committing a criminal offence within the AMIU and found guilty will lead to disciplinary.

- s) Fighting, assault or engaging in riotous act disorderly or immoral behavior in AMIU premises.
- t) Utters, writes or publishes threats of any kind or obstructs, or otherwise acts/ conducts himself in a manner offensive to or against any employee irrespective of whether one is an official or a union or is acting in that capacity.
- u) Falsifying, forgery and/or altering of record or documents
- v) Committing traffic offences/ motoring offences thereby being disqualified from driving where driving is an essential part of an employee's contract of employment
- w) Extraction or removal of documents from personal files without authority.
- x) Disclosure of information of personal nature of other employees in the University in a scandalizing manner verbally or non-verbally including through social media or rumormongering.
- y) Harassment when there is physical assault and persistence.
- z) General or willful neglect to perform official duties or to carelessly and improperly perform any work which is in one's line of duty

14.4 DISCIPLINARY ACTIONS

14.4.1 Disciplinary action shall be considered as per the alleged offence.

14.4.2. While considering disciplinary actions, any or a combination of the following may be meted against the staff;

- a) Verbal warning
- b) Written warning
- c) Final warning
- d) Demotion
- e) Withholding of annual salary increment
- f) Suspension
- g) Surcharge
- h) severe reprimand
- i) Counseling
- j) Termination
- k) Summary dismissal.

l) Forfeiture of withheld salary and other benefits on reinstatement.

The penalties imposed shall depend on the gravity of the offence and the staff member's previous conduct.

- 14.4.3 A staff member who commits a minor offence will be subject to disciplinary action ranging from verbal warning to written warning.
- 14.4.4 A staff member who commits a major offence will be subject to disciplinary action ranging from written warning to disciplinary termination.
- 14.4.5 A staff member who commits a gross misconduct will be subject to disciplinary action ranging from severe reprimand, surcharge, suspension, to summary dismissal/immediate termination.
- 14.4.6 A staff member who gets a written warning and commits another offence will get a second warning
- 14.4.7 A staff member with a second written warning and commits a second offence shall be liable to severe reprimand, surcharge, suspension, summary dismissal/immediate termination.
- 14.4.8 In the event of a surcharge, the following provisions shall prevail:
- a) Surcharge will be implemented in monthly instalments that shall not exceed 1/3 of the staff member's monthly basic salary
 - b) At termination or completion of contract, any outstanding surcharges will be settled in full from the staff member's terminal dues and/or the staff member will sign an agreement to any surcharges that will be outstanding on termination or completion of the contract. The agreement will remain even after
- 14.4.9 In the event of a suspension, a staff member will immediately vacate office and receive a half salary.
- 14.4.10 In the event of a suspension, the disciplinary procedure shall be concluded within 30 days. However under exceptional circumstances, an extension of 30 days may be approved by the Vice Chancellor.
- 14.4.11 In the event that charges are not confirmed, the suspended staff will be reinstated with full pay and benefits.
- 14.4.12 The Disciplinary Committee reserves the right to reimburse the half salary forfeited during the period of interdiction or pay the salary forfeited during the period of suspension depending on the nature of the offence and facts established.

14.4.13 In the event of summary dismissal or termination, the staff member will lose rights related to notice and benefits applicable to normal separation process.

14.5 DISCIPLINARY PROCEDURE

The following disciplinary procedure shall be followed:

14.5.1 On notice or receipt of a possible offence, the supervisor or head of department shall investigate the matter.

14.5.2 The supervisor or head of department shall consider the matter and may either note it or engage the staff member depending on its nature and/or gravity and the evidence available .

14.5.3 In the event the supervisor or head of department decides to engage the staff member, he/she will inform him/her of the nature of the offence and provide opportunity to explain the matter and/or provide mitigating circumstances.

14.5.4 In the event the offence is not confirmed, the supervisor or head of department shall lay the matter to rest.

14.5.5 In the event the offence is confirmed, depending on the nature, gravity of offence and the disciplinary record of the staff member, the supervisor may choose to give the staff member either a verbal warning or report the allegation in writing to the Vice Chancellor.

14.5.6 On receipt of the report, the Vice Chancellor shall cause investigations of the matter including but not limited to document review, communication trail, witness statements and forensic audit.

14.5.7 On determination that there is a case to answer, the Vice Chancellor shall cause the Registrar APD to issue a Show Cause letter, to the staff member, as to why disciplinary action should not be taken against the concerned staff.

14.5.8 The letter shall clearly state the charges stating specific clauses in the HR manual which were allegedly breached by the staff member and the staff shall be given up to seven (7) calendar days to respond providing any written supportive documents and indicate witnesses they may wish to provide.

14.5.9 After receipt of response, the Vice-Chancellor shall appoint a disciplinary committee providing opportunity for the staff member to verbally respond to the charges within fourteen (14) days.

14.5.10 For staff in AMIU grades 9-13, membership of the disciplinary Committee shall consist of:

Chair:

Council Member

Members:

Registrar (AP&D)

Registrar (Academics)

Finance Officer

Senate Representative (1)

In Attendance

Respective Heads of Departments

Security Officer

Legal Officer

Human Resources Manager *to provide secretarial services*

14.5.11 For staff in AMIU grades 1-8, membership of the disciplinary Committee shall consist of:

Chair:

Deputy Vice Chancellor F&A

Members:

Registrar (AP&D)

Registrar (Academics)

Finance Officer

Senate Representative (1)

In Attendance

Respective Heads of Departments

Security Officer

Legal Officer

Human Resources Manager *to provide secretarial services*

14.5.7 The Disciplinary Committee shall sit within fourteen (14) of appointment.

14.5.8 The staff member shall be accorded opportunity to be accompanied by two (2) persons of his/her choice. This may be a friend, union official, lawyer or any other person.

- 14.5.9 The staff member shall verbally respond to the charges as per the response of the show cause letter and present any witnesses earlier indicated.
- 14.5.10 The committee shall provide opportunity for witnesses to the allegation to corroborate or otherwise.
- 14.5.11 The committee shall give opportunity for the persons and accompanying the staff to make their statements.
- 14.5.12 Committee members shall question or seek clarifications from the staff member.
- 14.5.13 The committee shall provide a report to the Vice Chancellor signed by all the members confirming or not- confirming each charge and recommending specific actions to be taken as per the clauses of the HR manual.
- 14.5.14 Any dissenting member shall sign and indicate the specific areas of dissention and reasons thereof.
- 14.5.15 The Vice Chancellor shall cause the Registrar APD to communicate to the staff member indicating the charges confirmed or otherwise and the disciplinary actions taken giving specific clauses of the HR manual. The option of an appeal within seven (14) shall be stated.
- 14.5.16 The University's disciplinary action will not preclude the University from instituting legal action against a staff who has committed a criminal offence.

14.6 APPEAL PROCEDURE

- 14.6.1 All staff members have a right of appeal to the Vice Chancellor (Grade 1 to Grade 8) or Council (Grade 9 to Grade 13) within 14 days of the date of letter conveying disciplinary decision. The following disciplinary procedure shall be followed:
- 14.6.2 A staff member who chooses to appeal shall provide grounds of appeal as per the charges or the procedure, provide documentary evidence and/or indicate witnesses they may wish to produce.
- 14.6.3 The Vice Chancellor shall appoint an Appeals committee whose membership shall be consist of the same cadres but different membership as that of the Disciplinary committee.
- 14.6.4 The Appeals committee shall sit within fourteen (14) days of appointment and provide opportunity for presentation of evidence and witnesses in regard to the grounds of appeal.
- 14.6.5 A staff member shall be allowed to be accompanied by two (2) persons of his/her choice. This may be a friend, union official, lawyer or any other person.

- 14.6.6 The staff member shall verbally present the appeal grounds, evidence and present any witnesses earlier indicated.
- 14.6.7 The committee shall give opportunity for the persons and accompanying the staff to make their statements.
- 14.6.8 Committee members shall question or seek clarifications from the staff member.
- 14.6.9 The committee shall provide a report to the Vice Chancellor signed by all the members upholding or overturning the decision of the disciplinary committee stating reasons for their decision.
- 14.6.10 Any dissenting member shall sign and indicate the specific areas of dissention and reasons thereof.
- 14.6.11 The Vice Chancellor shall cause the Registrar APD to communicate to the staff member the outcome of the Appeals Committee.
- 14.6.12 In the event the appeals committee overturns the decision of the Disciplinary committee, the Appeals committee will recommend actions to forfeit or reimburse salary or surcharge as per the decision of the disciplinary committee.
- 14.6.13 The decision of the Appeals committee shall be final.

AMIU/P/R/ADM/HR/015

**SECTION 15: STAFF SEPARATION
POLICY**

SECTION 15

STAFF SEPARATION POLICY

15.1 POLICY STATEMENT

16. 1.1 AMIU values all employees and as such it shall be its obligation to ensure that there is smooth, friendly and respectable separation with the staff when it occurs. This policy is meant to protect the interests of the University and the staff where the services of an staff are to be terminated.

15.2 FORMS OF SEPARATION/TERMINATION

A staff may be separated from the services of the University through the following ways;

- a) Resignation
- b) Termination in accordance with the letter of appointment/contract
- c) Mandatory retirement
- d) Dismissal
- e) Retirement on medical ground
- f) Termination on medical ground
- g) Redundancy
- h) Forfeiture (Desertion of duty)
- i) Natural Attrition

15.4 RESIGNATION

A member of staff may resign from his/her appointment by giving notice in writing to the appointing authority or payment of salary in lieu of notice for the equivalent period. The period of notice shall be as tabulated below:

S/No.	JOB GRADE	NOTICE PERIOD
1.	12 & 13	Six (6) months
2.	8-11	Three (3) months
3.	1-7	Two (2) months
4.	Staff on Probation	One (1) month

5.	Other staff on Contractual/Temporary terms of service	One (1) month
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For academic staff, the staff must ensure that the semester obligations are met before exiting

15.5 TERMINATION IN ACCORDANCE WITH THE LETTER OF APPOINTMENT

15.5.1 Termination of Temporary/ Contract Appointment

A staff contract may be terminated by either party by notice as per periods indicated in clause 15.4.

15.6 RETIREMENT

15.6.1 Mandatory retirement

a) Staff members shall be eligible for Compulsory retirement as follows;

S/No	Grades	Age
1.	9 - 13	70
2.	8-11	65
3.	1-7	60

b) The University shall notify the employee about his/her or her retirement six (6) months before the due date.

15.7 DISMISSAL

Separation may arise due to termination of appointment arising out of disciplinary proceeding on gross misconduct or criminal conviction.

15.8 RETIREMENT ON MEDICAL GROUND

Where staff is incapable by reason of any infirmity of mind or body of discharging the functions of his/her office, the University may refer the staff for a medical examination with a view to ascertain his/her incapability. If the staff applies for retirement on medical grounds, the University shall grant.

15.8.1 **Termination on medical ground**

While the Employee remains absent due to illness for a period exceeding One Hundred and Twenty (120) days the University may terminate the employment on the grounds of physical incapacity but the Employee will be entitled to any benefits earned up to the date of termination.

15.9 **REDUNDANCY**

15.9.1 Redundancy may occur under the following in the University;

- a) Abolishment of an office
- b) Due to an organizational or procedural change, diminished workload, lack of funds, or other exigency.

When a staff is declared redundant, the University shall provide the following;

- a) Pay out unused Annual Leave.
- b) Severance pay will be in accordance to the country labour laws.
- c) Staff assistance in terms of counseling for up to 30 days after redundancy.

15.10 **FORFEITURE (DESERTION OF DUTY)**

If a staff absents himself/ herself from duty for thirty (30) days consecutively without authorization or reasonable cause.

15.11 **NATURAL ATTRITION**

In the event of death of a staff.

15.12 **MONITORING AND EVALUATION**

The policy implementation shall be monitored and evaluated through:

- a) Continuing review of compliance at all levels
- b) Review of adherence to the existing laws, regulations and policies as well as related policies of Global Amref and the University
- c) Review every three years or as need arises.

16.0 **EFFECTIVE DATE**

These Human Resource Policy and Procedures shall take effect as from _____.

AUTHORIZATION

SIGNED: _____ **DATE:** _____

PROF. MARION MUTUGI
Vice-Chancellor

