

4. SECTION FOUR: RECRUITMENT AND APPOINTMENT POLICY

4.1 Purpose

Recruiting and selecting the right people is of paramount importance to the continued success of the University. The University's policy is to recruit on the basis of the University's principles, values, culture and standards as well as merit, demonstrated by recognized qualifications and abilities, training and experience. The University aims to be an aspirational employer brand that is top of mind for top talent in the country and beyond. This Policy shall be read together with the provisions of the University Statutes on appointment.

This Policy sets out how to ensure, as far as possible,

- a. That the best and most suitable people are recruited;
- b. A candidate's personal needs and ambitions are matched with those of the University;
- c. That hiring is based on organizational fit, where the culture and values of the University are central in recruitment;
- d. That the recruitment process is efficient and transparent;
- e. That the University has a talent pipeline database that can be used in time of need;
- f. That recruitment is aligned to manpower planning;
- g. That recruiting officers are appropriately trained on the recruitment process;
- h. That candidates and interview panel members get a positive experience of the recruitment process.

4.2 Scope

Unless otherwise provided in the University Statutes, this policy applies to all recruitments.

4.3 Equal employment opportunity

- a. Recruitment and appointments must be based on merit. Principles of transparency, fairness, credibility and equal employment opportunity underpin recruitment and appointments at the University.
- b. The Management Board may on an annual basis take affirmative action measures consistent with the promotion of equality or the elimination of discrimination in the workplace or for the attainment of any other determined goal.

4.4 New Positions

- a. All new positions which are not in the current University structure must be approved by the Management Board or the University Council depending on

the seniority of the position, before commencement of the recruitment process. The job profile, departmental structure and financial sustainability shall be submitted to the Executive Director People and Culture, or their designate, who will then submit them to the Management Board for approval.

- b. Recruitment for positions which exist in the current structure but not in the recruiting department will require the approval of the Head of Department in consultation with the People and Culture Department.

4.5 Replacements

Requests to fill a vacant position shall be approved by the Executive Director People and Culture, or their designate, the Management Board or the University Council depending on the seniority of the position, before commencement of the recruitment process.

4.6 Inter-Departmental Transfers

The University recognizes that interdepartmental transfers offer opportunities for employees' development. The University therefore offers and encourages transfer opportunities for its employees. Likewise, Heads of Departments should be supportive of employees who have the desire to enhance their skills or develop new competencies by pursuing different or greater responsibilities internally.

4.7 Lateral Transfers

- a. A lateral transfer is a change of job assignment to a job having commensurate responsibilities and authority to the job presently held by the employee.
- b. A lateral transfer may involve a change in departments in which case guidelines on staff internal transfers must be followed.

4.8 Special Appointment

- a. Employees may be assigned specific responsibilities within the University outside their normal job scope. In such cases, the respective Head of Department, with the approval of the Head of Division, will recommend a suitable candidate to the Executive Director People and Culture, or their designate, for appointment.
- b. The appointment will follow the approved criteria for the position and it shall be for a specific period.
- c. Both the employee's main duty and the special appointment will be carried out within the employee's normal working hours.
- d. No employee will hold more than one special appointment at any given time.

4.9 General Promotions

The University recognizes and rewards the outstanding achievements of its employees through promotion, amongst other means. Promotion is not an entitlement

but is based on merit. Employees eligible for promotion will be interviewed according to the set criteria for each job category.

4.10 Promotion of academic staff

Classification	Minimum Academic Qualification
Professor	<p>Education: Bachelor's degree with Honours plus a Master's degree and a PhD degree in an area of strategic focus and recognized by the Academic Council of the University.</p> <p>Teaching Experience: At least 10 years in teaching and content development at University level; at least one University level text book; demonstrated leadership in the scholarship of teaching.</p> <p>Research Experience: At least sixty publications points in area(s) of specialisation in reputable journals since becoming Associate Professor; Experience in research administration and sourcing for research funding; Experience in supervision of doctoral theses; Experience in coordinating and conducting advanced research activities that are published.</p> <p>Professional Experience: Member or fellow of a relevant professional body; Wide experience in contract research and consultancy.</p>
Associate Professor	<p>Education: Bachelor's degree with Honours plus a Master's degree and a PhD degree in an area of strategic focus and recognized by the Academic Council of the University.</p> <p>Teaching Experience: At least eight years in teaching and content development at University level;</p>

	<p>experience in conducting and coordinating activities supporting the scholarship of teaching.</p> <p>Research Experience: At least forty-eight publications points in area(s) of specialisation in reputable journals since becoming Senior Lecturer; Experience in supervision of doctoral theses; Experience in conducting advanced research activities that are published.</p> <p>Professional Experience: Member or fellow of a relevant professional body; experience in contract research and consultancy.</p>
Senior Lecturer	<p>Education: Bachelor's degree with Honours plus a Master's degree and a PhD degree in an area of strategic focus and recognized by the Academic Council of the University.</p> <p>Teaching Experience: At least Four years teaching as a Lecturer at University level or six years' research/industry experience; Experience in content development and delivery; Experience in activities supporting scholarship of teaching.</p> <p>Research Experience: At least thirty-two publications points in area(s) of specialisation in reputable journals since becoming a lecturer; Ability to coordinate and supervise master's theses and dissertations and undergraduate research projects; Experience in conducting research activities that are published.</p>

	Professional Experience: Member or fellow of a relevant professional body.
Lecturer	<p>Education: Bachelor's degree with Honours plus a Master's degree and a PhD degree in an area of strategic focus and recognized by the Academic Council of the University.</p> <p>Teaching Experience: Ability to teach and develop content for University level courses; Prior experience in teaching University level courses; Ability to undertake activities supporting the scholarship of teaching.</p> <p>Research Experience: Ability to conduct research, coordinate and supervise student research projects and masters theses and dissertations; A minimum of twenty four published papers in the area of thesis research.</p>
Teaching Assistant, Graduate Assistants and Doctoral Fellows	<p>These are pre- career training positions whose qualifications shall be determined by the Dean of the concerned school in consultation with the Executive Director, People and Culture.</p> <p>Education: Upper second class Honours Bachelor's degree from an accredited and recognized University in the relevant field, be expected to register for a relevant Master's degree; and be registered with relevant professional body (where applicable)</p> <p>A doctoral fellow must be registered for a Doctor of Philosophy (PhD) or equivalent Doctoral Degree qualification</p>

4.11 Demotions

4.11.1 A demotion is a permanent reassignment to a lower position than the

employee had worked previously. The position will generally have a lower level of responsibility or required skill, and a lower pay grade than the previous position. It may be initiated by the University or the employee. Demotions should only be used if the staff member can still make a significant contribution to the University in the new role.

4.11.2 Causes of Demotion;

- a. On employee request/ voluntary demotion.
- b. For disciplinary reasons.
- c. Any other valid reason, for example, the employee's inability to perform the job.

4.12 Re-Employment

Employees who left employment with the University may be considered for re-employment upon meeting the re-employment requirements.

4.13 Employment of Minors

No person below the age of 18 shall be engaged to work in the University.

4.14 Employment beyond retirement age

- a. Employees may be retained beyond the retirement age in accordance with the procedures and conditions stated in the University Statutes and policies.
- b. Employment of a person who is above the retirement age shall require the approval of the Management Board.

4.15 Employment of relatives or friends in the University

- a. A relative in this context means an employee's spouse, son and daughter (including stepchild and adopted child), son-in-law and daughter-in-law, parents (including stepparents), father-in-law and mother-in-law, brother and sister (including stepbrother and stepsister), brother-in-law and sister-in-law, aunt, uncle, niece, nephew, grandparent, grandchildren, great grandparent, and great grandchildren.
- b. The University strives to employ the most qualified individuals available for all positions. The University does not consider family relationship or friendship a disqualifying factor for employment, but no special consideration will be given to relatives or friends of employees. Efforts by employees to exert any influence to help relatives or friends secure positions at the University are considered improper. Employment depends exclusively on the applicant's qualifications and suitability for the position.
- c. The employment of relatives or friends in the same area of the University may cause conflicts and problems, real or perceived. The University

reserves the right to monitor situations in which relatives or friends work in the same line of reporting.

- d. Employees shall not be involved in the selection or appointment of relatives or friends.
- e. Friends and family members may not intercede on behalf of each other in any matters concerning employment, including salary, working conditions, or job performance.
- f. Although the University does not prohibit hiring relatives or friends, a Line Manager shall not employ their own relatives or friends, and a relative or friend may not be the only signing authority on their relative's or friend's employee records.
- g. Employees must not have a reporting relationship with a relative or friend.
- h. The purpose of this policy is to:
 - i. Ensure compliance with the University's recruitment policy;
 - ii. Ensure that job applicants are treated fairly;
 - iii. Ensure that the University maintains its commitment to equal opportunity;
 - iv. Manage potential conflicts of interest with respect to the recruitment and employment of relatives or close friends; and
 - v. Minimize the risk of accusations of nepotism or preferential treatment with respect to recruitment or employment practices.
- i. **Responsibilities;**
 - i. Employees are required to disclose if a relative or friend applies for a job in the University.
 - ii. Disclosure should also be made of the existence of any relationship that may create a conflict of interest whether existing at the time of employment or that develops at any time during employment.
 - iii. An employee who identifies an actual or perceived conflict of interest arising from the potential selection, appointment or employment of a relative or friend should notify their Line Manager at the earliest opportunity.
 - iv. A Line Manager who is made aware of an actual or perceived conflict of interest should determine, in consultation with the Executive Director

People and Culture, or their designate, the appropriate response, and if appropriate, the best means of managing the conflict.

v. Failure to comply with this policy will lead to disciplinary consequences.

j. Management Options for Avoiding Conflicts of Interest;

- i. If an applicant for employment in a department is a relative or friend of another departmental employee, and the hire of the applicant would place them under the supervision of a relative or close friend, the head of the hiring unit may omit the applicant from those being considered for the available position.
- ii. If an appointment, reappointment, or promotion of a person places them under the supervision of a relative or friend, one or the other may be transferred or reassigned or terminated or may be asked to resign within sixty (60) working days.

4.16 Employment of Foreigners (Foreigners working in Kenya and abroad)

- a. An offer of employment made to a foreigner shall be conditional upon their being issued with the requisite legal documentation to enable them work lawfully in Kenya.
- b. The University will provide administrative support in the application process for the requisite legal documentation.
- c. The University will bear the cost of applying for the requisite legal documentation required for them to work for the University.
- d. It is the responsibility of every foreign employee to ensure that their legal status in the country is lawful at all times.

4.17 Job rotation and Secondment

- a. Job rotation and secondment are considered as part of the University's on the job training initiatives.
- b. In job rotation, the section/department initiates the development of the employee by assigning them to work in another section/department.
- c. 'Secondment' is the temporary movement or 'loan' of an employee to another part of the University or to a completely different organization. A secondment assignment provides an opportunity for employees to gain professional development in another environment and culture as well as to provide short term expertise for projects or programs.

4.18 Confidentiality and storage of documents

- a. The recruitment process and proceedings of the appointment committees including all documents and correspondence considered by the appointment committee are for the information of members only and must always be regarded as confidential. These matters remain confidential although the results of the appointment committee's recommendation may be made public. Committee members must refrain from discussing any aspect of the recruitment/appointment with non-committee members.
- b. Panel interview notes will be stored by the People and Culture Department.

4.19 Responsibility for monitoring compliance

- a. The Executive Director People and Culture, or their designate, is responsible for monitoring compliance with this policy and reporting any breaches to the University Secretary and the Vice Chancellor.
- b. Breaches of this policy may result in appropriate disciplinary action.
- c. All employees should familiarize themselves with and adhere to the University's People and Culture Procedure Manual on Recruitment and Appointment Procedures

5. SECTION FIVE: ONBOARDING POLICY

5.1 Purpose

This policy governs the onboarding process and sets out roles and responsibilities to achieve the following:

- a. Introduction to the organization's mission, vision, values and culture in order to establish a sound foundation that both parties rely upon for the duration of employment.
- b. Thorough review of all applicable SU policies, administrative procedures, including the People & Culture (P & C) manual, and anything else needed to help settle on the job, in the department and in the University.
- c. Explanation of all available benefits to staff and tools necessary for a productive and satisfying employment tenure.
- d. Completion of all the required new employee paperwork and creation of an official account on the P&C System with the guidance of a P&C representative

5.2 Scope

This policy applies to the University employees in the following categories: -

- a. Full-time & Part Time employees contracted for a duration of at least one year and above.
- b. All Temporary employees contracted for a period of more than 3 Months
- c. All employees promoted to new roles
- d. All employees transferred to different departments

5.3 Policy Statement

- a. A new employee's first day of employment determines their first impression of the organization. A well-organized onboarding process helps ensure this impression is a positive one, driving retention and engagement.
- b. Strathmore University is committed to supporting new employees in their successful transition to the workplace, as well as supporting the University's need to quickly enable new employees to achieve high levels of proficiency.
- c. In part, successfully transitioning requires an onboarding program that engages each new employee beginning with the acceptance of the University job offer, and continuing through the entire period when the employee is on probation.

- d. The People and Culture department supports the on-boarding efforts through a variety of means, including through this policy and associated training and tools. This policy and associated training and tools are intended to provide new employees with a comprehensive onboarding experience that reinforces their choice to work at Strathmore University and supports them in performing the functions of their job at the very best.
- e. Documented onboarding programs that reflect common definitions, timing, activities, and roles, along with consistent execution and evaluation will enhance employee engagement and job satisfaction and shorten the time from hire to full productivity.

5.4 Policy Standards

a. Defined Responsibilities

People and Culture Office	<ul style="list-style-type: none"> i. Facilitates the Onboarding Programme. ii. Serves as the University Advisor on onboarding programmes, design and consults with the heads of departments as necessary. iii. Provides training on onboarding to all stakeholders (Head of Departments, Onboarding buddies, New Staff and Management) on a regular basis for best-practice, onboarding activities and evaluation. iv. Provides onboarding templates, checklists and other relevant information. v. Periodically surveys new employees to gather feedback regarding their onboarding experiences.
Respective Departments/Schools (Head of Departments)	<ul style="list-style-type: none"> i. Fully understands the on-boarding programme ii. Implements, monitors, and maintains an onboarding programme that complies with this policy and supports employee and organizational needs iii. Ensure the onboarding timelines and all activities therein are adhered to iv. In collaboration with the People and Culture Office, Identifies an onboarding buddy for each new employee

	v. Consults with People and Culture Office as needed
Onboarding Buddy	i. Provides general information necessary for the new employee ii. Helps the new employee integrate with the organization iii. Makes introductions and helps establish networks iv. Follows up with the new employee on a regular basis
Employee	i. Participates in the on-boarding process in a timely and effective manner.

5.5 Policy Details

5.5.1 Onboarding Program Development and Training Requirements

- a. The People and Culture Department will develop, implement, monitor and maintain a documented onboarding program for all new employees. Each department is allowed the flexibility to build on the provided on-boarding program to develop customized onboarding programs to best meet the needs of their particular environments within the parameters of this policy and also taking into consideration of the length of the employee's engagement.
- b. Each department is required to have the head of the department and other appropriate members of the department trained on onboarding program by the People and Culture Department.

5.5.2 Onboarding Program Requirements

a. The onboarding programme must:

- i. Specify the time period for the on-boarding program beginning from the point where the offer is accepted and spans through the probation period of either three or six months (any exceptions to this should be outlined in the program).

- ii. List and describe each onboarding activity, which type(s) of employees it applies to, when the activity should occur and who the responsible party is for that activity.
- iii. Allocate an onboarding buddy

b. Required Program Activities

The onboarding program must include the following activities divided into three stages:

i. Pre-boarding

This refers to candidate engagement activities that take place between a new employee's offer acceptance and start date. They are mainly to build excitement about joining and reduce the risks of drop-off.

ii. Orientation/First day

An orientation is a short-term event or series of activities that serve to introduce and welcome a new hire to the work environment.

- a. The new employee will report to the People and Culture Department upon arrival on the first day whereby he/she will be introduced to the Head of Department and shown their workstation.
- b. The new employee will be oriented, which orientation must include a scheduled meeting (preferably face-to-face) between the new employee and her/his direct supervisor (or appropriate designee).

iii. Continued onboarding

This is the process of building knowledge, skills and behaviours during the first 2-3 months after joining to integrate the new employee into the University culture, values and ethos and develop clarity around their roles and the role of the department meeting the overall business goals. It should therefore include values-based activities related to the job and the wider work environment and exposure to all relevant stakeholders.

5.5.3 Confirmation of Employees

Employees will be formally confirmed at the end of their probationary period after successfully achieving the requirements as provided for in this policy.

5.5.4 Program Evaluation Requirements

- a. To ensure the on-boarding program remains up-to-date, active, and effective the People and Culture Department shall collect onboarding feedback. All new employees should have the opportunity to provide feedback about their onboarding experience.
- b. Collecting feedback will be done at least twice during the onboarding process at the agreed intervals depending on the length of the probation.
- c. The hiring departments and onboarding buddy will also share their feedback and propose areas of improvement from time to time.

5.5.5 Onboarding Document Control and Retention

- a. Each department has the authority to develop workflows for onboarding that should be within this policy. At a minimum, departments must follow these document control and retention procedures.
- b. The People and Culture Department shall approve and maintain a copy of the onboarding program adopted by specific departments at all times
- c. The People and Culture Department shall maintain and update a list of its designated onboarding buddies and ensure they are well trained at all times.
- d. All employees should familiarize themselves with and adhere to the University's People and Culture Procedure Manual on onboarding Procedures

6. SECTION SIX: REMUNERATION POLICY

6.1 Purpose

- a. The aim of this policy is to assist the University to attract, motivate and retain competent employees who will promote the University's mission and vision. The main principle is to ensure employees are paid fairly and are treated consistently throughout the University.
- b. The remuneration of employees is guided by the University's Remuneration Guidelines.
- c. Any position that requires a remuneration exceeding the normal pay range for a particular job grade will require the approval of the respective Head of Division (VC, DVC or University Secretary) and the Executive Director People and Culture.
- d. All payments shall be payable monthly in arrears net of all relevant statutory deductions and deductions authorized by the employee and approved by the Executive Director People and Culture.

6.2 Basic Salary

The University pays a basic salary to its employees. The basic salary excludes all allowances and forms part of the gross salary.

6.3 Housing Allowance

The University shall pay a house allowance to enable the employee to acquire suitable accommodation. The house allowance will be at a rate approved under Kenyan law where applicable and by the University Council from time to time and will make part of the gross salary.

6.4 Statutory Deductions

The University is responsible for making statutory deductions and contributions such as PAYE, NSSF, NHIF, etc. from the salaries of the employees. The employees will, however, be responsible for ensuring that they present themselves for registration to the relevant authorities. They will also be responsible for making their annual income tax returns to the Kenya Revenue Authority.

6.5 Salary Reviews

- a. Salary reviews will be at the discretion of the Management Board taking into account, amongst other considerations, financial performance of the University, individual performance and changes in the cost of living. Salary reviews are not an entitlement for staff, they are granted at the absolute discretion of the University taking into account the factors stated above and others as may be relevant.
- b. Salary reviews will not apply to employees on probation, or on leave of absence or to employees undergoing investigations or disciplinary processes.

6.6 Withholding Salary

- a. Employees leaving the University will be given their final dues after completing the clearance and handover processes.

6.7 Salaries on Change of Job or Upgrading

6.7.1 Salaries when promoted

- a. Employees who are promoted to a higher job grade will receive a commensurate salary according to their new respective pay grade.
- b. Employees promoted to a higher position within the same grade, will receive a commensurate salary according to their new respective position.
- c. An employee who has received a promotion will not be eligible for salary review within the period of the next 12 months.

6.7.2 Salaries when demoted

In the event of a demotion, the University reserves the right to adjust the employee's pay to align with the pay in the lower position that the person is assigned.

6.8 Job Evaluation

- a. The University may periodically commission a Job Evaluation exercise to provide a guide to the pay structure.
- b. The Job Evaluation exercise determines the respective job grade of each job in the University. The job grade determines the salary scale for each position.
- c. The Job Evaluation does not assess employee performance and is distinct from the Performance Appraisal process.
- d. All jobs will be evaluated by an appointed Job Evaluation Committee. This committee shall be approved by the Management Board.

6.9 Overtime

Overtime is time worked in excess of the contractual maximum weekly working hours and time worked on normal rest days and public holidays. Overtime should be pre-authorized by the respective Head of Department after they are satisfied that the work or service involved is essential, and that overtime is the most appropriate and cost-effective way of doing the work or providing the service. An employee's eligibility for overtime will be stipulated in their contract of employment. The University reserves the right to compensate for overtime through monetary payments or through time-off.

6.10 Fixed overtime rate

Some positions in the University will be entitled to a fixed over time rate. Such positions will be determined by the Management Board.

6.11 Deductions from an employee's salary

- a. The remuneration shall be paid net of all applicable statutory deductions and deductions authorized by an employee and approved by the Executive Director People and Culture.

- b. In accordance with Section 19(3) of the Employment Act, 2007, salary deductions shall not exceed two thirds of an Employee's salary.

6.12 Salary Advances

The University permits up to 3 salary advances per employee within a calendar year. Each salary advance must be approved by the Executive Director People and Culture. The maximum amount of each advance should not exceed 2/3 of the employee's salary subject to previously approved deductions from the employees' salary. The advance will be recovered from the subsequent pay in not more than three instalments.

An advance will not be approved if there are prior advances owing from the employee.

6.13 Allowances

Employees are entitled to allowances as appropriate and at such rates as will be determined by the Management Board from time to time.

6.14 Responsibility Allowance

This is payable to employees who have been assigned responsibilities beyond their core jobs or those who have taken additional duties. Such responsibilities will be in accordance with the University's set procedures.

6.15 Acting Allowance

- a. Acting allowance will be payable to an employee who on the recommendation of the Head of Department and upon approval by the Management Board is formally appointed to hold a position in a higher job grade in an acting capacity.
- b. The University Council will approve appointments on an acting capacity for positions that are appointed by the University Council such as the Vice Chancellor and Deputy Vice Chancellor.
- c. Acting appointments shall be for not less than two months and not more than six months. An extension beyond the six months' period must be approved by the Management Board.
- d. Acting allowance shall be paid at the end of each month with effect from the date the employee assumes the higher office.
- e. Acting appointment shall cease on the resumption of duty by the substantive holder of the higher office or on substantive appointment of an employee to the higher post.
- f. The acting allowance payable is the difference between the employee's current salary and the minimum salary of the job grade of the assigned higher post.
- g. In the case where the acting employee has attained the minimum salary of the job grade assigned to the grade of the higher post, the acting allowance will be the full difference between their salary and the salary point at which

the employee would have entered the higher post had the employee been promoted.

- h. Payment of acting allowance will immediately cease when the employee serving on acting capacity goes on a period of absence that is more than one month.
- i. The Management Board reserves the right to terminate the acting appointment at any time.
- j. During the period of acting, the employee's prior role shall not be taken up by another employee on a permanent basis.

6.16 Special Duty Allowance

Special duty allowance shall be payable where an employee appointed to assume higher responsibility: -

- a. Does not have the requisite qualifications and/or experience for the higher post; and
- b. Does not assume the full responsibilities of that higher post.
- c. To be eligible for payment of special duty allowance an employee must assume the higher responsibility for a minimum period of two consecutive months.
- d. Special duty allowance shall be paid at the rate of at least 50% of the acting allowance payable if such an employee were to be appointed to full acting capacity.

6.17 Per Diem Allowance

- a. The purpose of Per Diem is to regulate subsistence allowance payable to employees when traveling on duty outside the normal workstation. It is intended to help employees to meet daily basic living expenses including transport and accommodation. The rates payable will be in accordance with the prevailing rates as per the Per Diem policy.
- b. An employee is expected to account for all monies disbursed to facilitate travel and other official activities within 48 hours of their return, failure to which the amount will be deducted from the employee's subsequent pay.

6.18 Airtime Allowance

- a. Heads of Department and Heads of section are entitled to telephone allowance. The allowance payable will be as specified in their contracts of employment. The allowance is taxable.
- b. Other positions may be considered for the allowance upon the approval of the Head of Department in consultation with Executive Director People and Culture.

6.19 Expenses incurred while on University business

- a. The University shall reimburse staff for the authorized expenses incurred for

official purposes. Staff must obtain approval from the Head of Department in writing before incurring such expenses.

- b. When travelling on University's business other than by car, the other permissible means shall be as follows:
 - i. By air - Economy class air fare.
 - ii. By taxi- Taxis should not be used indiscriminately where suitable public transport is available.
 - iii. By train-economy class fares.
 - iv. Staff will be guided by the University Transport Policy.
- c. The University may also reimburse senior management staff for reasonable expenses incurred in entertaining University guests as determined by their supervisors'.

6.20 Relocation Allowance

On first appointment, Kenyan's relocating back to Kenya to work for the University may be considered for a relocation allowance to enable them settle subject to approval by the Management Board and to the conditions that may be set.

6.21 Employee Benefits

The University provides a number of benefits to its employees. Employees will be entitled to benefits according to their different job categories. Applicable taxes will apply to the benefits.

6.22 Flexi-time

- a. Mother's returning to work after maternity leave will be entitled to a flexi work - schedule until the baby turns 9 months old. Work load may be reduced to 9 hours per week for Academic staff and to 30 hours per week for Administration staff. The working hours during this period shall be agreed upon between the Head of Department and the employee and approved by the Executive Director People and Culture.
- b. Employees may be allowed varied working hours to accommodate working schedules. Such arrangements must be approved by the Executive Director People and Culture.

6.23 Medical Cover

- a. The University provides a medical cover to its employees who have full time contracts of employment. The medical cover limits vary depending on seniority, age and number of dependents for the staff member concerned. The scheme takes effect upon the employee joining the University and covers the spouse and children (up to the 22nd birthday) except for children with special permanent medical conditions as will be guided by a medical report.
- b. For the spouse and children of the employee to access this benefit, supporting documents, that is marriage certificate and birth certificates of the

children will be required.

- c. The amount of medical cover for each employee's benefits category is shown in the individual employee's contract of employment. The benefit is cost shared with the employee. The terms of such cost sharing are as included in the employee's contract of employment.
- d. The University reserves the right to make adjustments to the cover as may be necessary from time to time and upon giving notice of the adjustments to the employees.

6.24 Bonus

- a. The University may award a bonus to staff or a section of staff based on the respective employee's/Unit's/Department's/Team's or overall performance of the University.
- b. It is awarded at the discretion of the Management Board, which shall also determine the amount.

6.25 Subscription to Professional Bodies

- a. The University will reimburse employees under the categories of supervisory, middle management and senior management the cost of subscription and annual renewal to at most one (1) relevant qualifying professional body per year on the condition that the individual concerned is in the University's employment and is in good standing when the subscription falls due subject to approval by the Head of Department. This benefit shall begin to accrue after the successful completion of the probation period.

6.26 Provident Fund Scheme

- a. Upon employment, all full-time employees will belong to the Strathmore Staff Provident Scheme. This is a contributory scheme.
- b. Where an employee resigns from the University before attaining retirement age, they shall be eligible for such benefits as provided under the Retirement Benefits Act and the regulations made thereunder and the terms and conditions of the University's Provident Fund
- c. Employees admitted to the Staff Provident Scheme shall be governed by the rules of the Scheme.

6.27 Group Life

- a. The University has insured its full-time employees with a contract of service for at least 1 year against loss of income in the event of loss of life or permanent physical disability while still in employment.
- b. The benefits will be as determined by the Scheme rules and may be reviewed from time to time.

6.28 Personal Accident Insurance

The University has arranged for personal accident cover for all employees while they

are on University business.

6.29 GPA/WIBA Policy

The University has secured a combined GPA (Group Personal Accident) and WIBA insurance cover which provides employees and their dependents with cover against any non-occupational accidental injury and occupational accidental injury, disease or death, within the cover limits.

The WIBA cover is issued pursuant to the Work Injury Benefits Act, 2007 and is specific to occupational (work-related) injuries, disease or death whereas the GPA cover is non-occupational.

All employees should familiarize themselves with the important points to note and procedures to be followed in the handling of occupational and non-occupational accidents, injuries, disease and death set out in the University's People and Culture Procedure Manual.

6.30 Meal Benefit

The University provides a meal allowance which is credited to its employees' meal accounts to enable them have meals in the University Cafeteria. The allowance is determined by the Management Board from time to time and is indicated in the letter of appointment for each individual employee.

6.31 Education Benefits for Dependents

- a. The dependents (children and spouse, subject to submission of required documentation) of full-time employees who qualify for admission to undergraduate or professional courses offered in the University will be granted a tuition waiver of 100% of the tuition fee only. This benefit does not cover any other costs. The employee will bear any applicable tax attached to this benefit. The University will sponsor only one course per dependent at any time.
- b. The University will not grant a tuition waiver:
 - i. For any repeat or failed units
 - ii. The sponsorship will not pay for the continuation of the course after suspension.
- c. The sponsorship will come to an end after the completion of the course within the approved stipulated time.
- d. The University may also pay full tuition fees for dependents who are admitted to institutions owned by Kianda Foundation or Strathmore Educational Registered Trustees.
- e. The benefit applies after one continuous year of service to the University provided that the children shall not be older than 24 years of age and the amount has been budgeted for in the respective year.

6.32 Club Memberships

- a. The University may subscribe some categories of staff to social clubs subject to approval by the Management Board.
- b. The University may pay subscription fees and annual renewal club membership fees to one relevant club for its most senior staff. The amounts will be subject to approval by the Management Board.

6.33 Nursing Room

All employees who are nursing mothers have access to a nursing room.

6.34 Benevolent Benefit

- a. The University will provide assistance either in kind or in monetary terms to bereaved employees. This is applicable on the unfortunate loss of a spouse, child or parent in accordance to the guidelines given by the Management Board and subject to the provision of required documentation on the same.
- b. The University will also provide support to the family members of a deceased full time employee to facilitate burial preparations, following the staff welfare policy.
- c. Staff members are also encouraged to join the Strathmore University Benevolent Fund.

6.35 Weddings

The University through the People and Culture Department will give a wedding gift on the University's behalf to full time employees getting married. The gift will be guided by the staff welfare guidelines.

6.36 Tuition Waiver for the Dependents of Ex-employees.

- a. Ex-full-time employees who have left the University upon reaching the retirement age or who retire on medical grounds, redundancy or death, will be eligible to receive an education benefit for each of their dependents up to the age of 24 years.
- b. In this clause, 'dependents' shall mean the ex-employee's spouse and children as indicated in the University's records at the time of exit.
- c. This benefit shall be prorated depending on the duration the employee served in the University. The guideline issued by the University shall apply.
- d. The benefit will only apply to undergraduate courses offered by the University as long as the entry requirements are met by the student.
- e. This benefit is payable subject to budgetary allocations.
- f. The sponsorship will not apply in the following instances:
 - i. The sponsorship does not pay for repeat units and/or failed units
 - ii. The sponsorship will not pay for the continuation of the course after suspension.
 - iii. The sponsorship will come to an end after the completion of the course within the stipulated time.

7. SECTION SEVEN: LEAVE AND ABSENCE FROM WORK

7.1 Annual Leave

- a. All employees shall be entitled to annual leave. The number of working days' paid leave in each year for any member of staff shall be specified in the contract of employment. Annual leave granted within a year will be calculated on a pro rata basis.
- b. For the purpose of leave, a full year begins on 1st of January and ends on 31st December of every year.
- c. Leave accrual begins on the first day of employment. However, an employee may take leave only upon successfully completing their probation period. In the cases where the probation period has been extended, an employee will be entitled to take their accrued leave days once the initial probationary period ends.
- d. Employees are expected to take at least two (2) weeks of continuous leave every year.
- e. Annual leave shall not be carried forward from year to year, except with the prior consent of the Executive Director People and Culture and must be taken within the six-month period immediately following the date when the entitlement falls due. In the case that an employee finishes their probation at the end of a year, the accrued leave days will be transferred to the following year.

7.2 Leave Administration

- a. Application for Annual leave must be submitted in the People and Culture system for authorization by the Head of Department and the People and Culture Department at least one month prior to the intended date of commencement of leave.
- b. The time when leave is to be taken is at the discretion of the Management and subject to the nature of work. The Head of Department or any duly authorized officer acting on their behalf, may defer, vary or postpone leave, at any time or may decline it, subject to such conditions as they may deem fit.
- c. Staff must inform their Head of Department when they need to be away from the office for official matters, failure to which they will be subjected to a disciplinary process.
- d. Except by mutual agreement, leave shall not be used as part of the terminal notice period.

7.3 Leave Extension

- a. If an employee already on leave requires to extend their leave, they may do so by making a request in writing through their Head of Department for authorization.

- b. If leave extension is approved, the People and Culture Department is then informed to communicate to the employee officially and to adjust the leave records accordingly.

7.4 Recall from Leave

An employee may be recalled from leave due to unforeseen work-related demands. An employee recalled from leave will have the leave days spent at work credited to their leave balance.

7.5 Payment in Lieu of Leave

- a. Employees are entitled to payment for leave not taken at the time of termination of employment.
- b. The University, on the other hand, will be entitled to recover from the employee leave days taken in excess of entitlement calculated to the last day of service.
- c. The University does not pay for leave days earned but not taken while still an employee.

7.6 Compassionate Leave

- a. This is given to staff members who have lost an immediate relative.
- b. An employee is entitled to 10 working days per occurrence for children and spouse and 5 working days for siblings, parents and parents of the spouse.
- c. Requests for compassionate leave must be pre-approved by the Head of Department and the Executive Director People and Culture.

7.7 Pre-adoptive Leave

An employee is entitled to one (1) month pre-adoptive leave. The following rules shall apply: -

- a. The leave shall commence on the date of arrival of the child in the home of the adoptive parents.
- b. Pre-adoptive leave will not be deducted from annual leave. Accrued annual leave may be taken immediately after the pre-adoptive leave, subject to the employee making an application in the usual manner.
- c. The employee must inform the University of their intention to take pre-adoptive leave at least fourteen (14) days prior to the expected date of the child's arrival. Such notice must be supported by a custody agreement and an exit certificate from the adoption society of Kenya.
- d. Where both parents work at the University, each spouse will be entitled to one (1) month pre-adoptive leave.

7.8 Sickness and Sick Leave

- a. Employees are entitled to time off from work when they are unwell to enable them to seek medical attention and recover.
- b. Employees who are absent from work because of illness or injury should

provide a certificate signed by their doctor confirming that the doctor has seen the employee and the time allowed off granted.

- c. Absence in excess of the period granted by the doctor will be deducted from annual leave.
- d. Not providing a medical certificate in a claim of absence due to illness will be subject to deduction of the said days from annual leave and disciplinary action.
- e. Employees who have been on at least 2 years of continuous service will be entitled to full payment of salary for a period of three months and half payment of salary for an additional period of three months after which an employee is entitled to 45 calendar days of unpaid leave in every calendar year.
- f. Employees who have served the University for less than 2 continuous years, will be entitled to full payment of salary for a period of one month and half payment of salary for an additional period of one month after which an employee is entitled to 45 calendar days of unpaid leave in every calendar year.
- g. Upon completion of the forty-five (45) calendar days' unpaid sick leave by an employee, the Management Board may recommend that the employee be retired on medical grounds upon receipt of confirmation from a doctor approved by the University of the employee's fitness to work and subject to giving the employee an opportunity to be heard and consideration of whether the University can give the employee any reasonable accommodation.
- h. An employee will be allowed to utilize their sick leave to a maximum of one calendar month per annum on account of the illness of their sick child below the age of 5 years. A sick off note should be obtained from the child's doctor. This will include incidents of premature deliveries where there is need for the baby to be retained in the hospital after birth.
- i. The University reserves the right to require an employee to submit themselves for medical examination by a doctor nominated by the University.

7.9 Maternity Leave

- a. All female employees shall be entitled to three continuous calendar months of maternity leave with full pay and benefits. This is inclusive of weekends, University holidays and gazetted Public Holidays.
- b. The employee is required to give not less than three (3) months' notice of the intention to proceed on maternity leave. The request for maternity leave shall be accompanied by written confirmation of the pregnancy and the expected date of delivery issued by a doctor.
- c. Maternity leave begins on the delivery date of the baby.
- d. For any other eventualities during pregnancy, the Management Board through the Executive Director People and Culture will give recommendation for time-off from work.

- e. On expiry of maternity leave before resuming her duties, a female employee may proceed on sick, annual or any other type of leave on approval by the Head of Department in consultation with the People and Culture Department. This will only apply if the employee has pending days of the type of leave requested for.
- f. An employee, who fails to return to the University after taking paid maternity leave without lawful cause and without approval of their absence from the University by the Head of Department in consultation with the People and Culture Department, shall be deemed to have left the service of the University on the last day following completion of maternity leave.

7.10 Paternity Leave

A male employee will be eligible for paternity leave for a period of 2 calendar weeks with full pay (inclusive of the University Holidays) on the birth of a child with a spouse recognized as a dependent of the employee. The employee should provide a birth notification and the leave should be within the first three months after the birth of the child.

7.11 Public Holidays & University's Holidays

- a. The University will observe all public holidays provided in the Public Holidays Act as well as any other day proclaimed to be a public holiday by the Government of Kenya through a Gazette Notice.
- b. The Management Board will direct other days when the University will be closed.

7.12 Examination Leave

Staff sitting examinations for an approved program considered to be relevant to their duties in the University will be granted a maximum of ten (10) days exam leave per calendar year with full pay if they apply for leave for approval by the Head of Department in consultation with the People and Culture Department and subject to production of supporting documents. This leave is applicable to both self-sponsored employees and those employees sponsored by the University.

7.13 Study Leave

An employee taking a relevant course approved by the Executive Director People and Culture and the Head of Department may be entitled to study leave for a period of absence at the discretion of the Executive Director People and Culture. This may be paid or unpaid leave.

7.14 Sabbatical Leave

Strathmore University recognizes that sabbatical leave is an essential element in the intellectual and academic life of individual members of the Academic Staff and the institution as whole. Sabbatical leave will be granted by the University subject to the University Sabbatical Leave Policy as read together with the University Statutes, Regulations, and Guidelines as well as various Policies and procedures.

7.14.2 Sabbatical Leave Policy (Academic Staff)

a. Objective

The objective of this policy is to outline a broad framework of guidelines for the fair and consistent administration of Sabbatical Leave for academic staff of the University.

b. Principles

- i. Strathmore University recognizes that sabbatical leave is an essential element in the intellectual and academic life of individual members of the senior academic staff and the institution as whole.
- ii. Sabbatical Leave constitutes a strategic investment of the University that releases academic staff from regular duties to allow them to pursue activities that contribute to their professional development as well as to the School and University strategy.
- iii. A Sabbatical Leave is defined as leave granted for the purpose of encouraging members of academic staff to engage in scholarly research or other activities that will increase their scholarly achievement and their capacity for service to the University.

c. Scope and Eligibility

- i. Full-time members of academic staff of the University, will be eligible for sabbatical leave after completing six years continuously of full-time service as members of academic staff at Strathmore University. The six- year period begins to count upon the completion of the initial two-year contract that includes the probationary period.
- ii. Faculty members who have been granted sabbatical leave previously, are only eligible for another sabbatical leave after the lapse of at least six years of continuous full-time service as members of academic staff at Strathmore University.
- iii. Staff appointed on fixed-term contracts of two years and longer shall only be eligible to apply for sabbatical leave if their fixed-term contract extends beyond the period of Sabbatical Leave to be taken by at least an equivalent period to ensure sufficient time for the required return to service at the University.
- iv. Adjunct members of academic staff may at the discretion of the Management Board, be granted Sabbatical Leave provided they have completed six years continuously of Adjunct service to the University.
- v. Due to the mutual benefit for employer and employee inherent in the notion of sabbatical, Sabbatical Leave may not be granted in the Twelve Months prior to normal retirement date or the end date of any extension beyond

retirement granted by the University.

- vi. The Vice Chancellor, Deputy Vice Chancellors, University Secretary, Deans, Deputy Deans, Directors, Associate Directors, and other faculty holding senior management positions, are ordinarily not eligible to take sabbatical leave during their period of office.

d. Purpose of Sabbatical Leave

- i. The purpose of sabbatical leave is to provide opportunity for academic staff to: increase their knowledge, engage in sustained research, innovate, gain skills, and strengthen networks with the global community of scholars.
- ii. Sabbatical leave should be of benefit both the academic staff member and the University.
- iii. During the sabbatical leave, the academic staff member shall engage in scholarly research, initiatives related to education and/or other career development activities in order to achieve objectives that have been agreed with the relevant Dean of School/Deputy Vice Chancellor, Academic and Student Affairs/Vice Chancellor in line with School/University strategy.
- iv. Sabbatical leave releases academic staff from day-to-day teaching and administrative duties for a specified period of time.

e. Accrual

- i. Sabbatical leave will accrue from two years after the date of appointment of an academic staff member on a permanent or fixed term contract at a rate of 1.5 months per calendar year of completed service but will not accrue during any periods of unpaid leave or an external appointment.
- ii. Sabbatical leave will accumulate to a maximum of twelve months and any accrual in excess of this amount, will be automatically forfeited.
- iii. The accrual of sabbatical leave will continue for academic staff who are appointed to executive leadership posts such as Vice Chancellor, Deputy Vice Chancellor, University Secretary Dean, Deputy Dean, Director, Associate Director, and other senior management positions.
- iv. An academic staff member wishing to apply for sabbatical leave must have accrued to his/her credit the requisite number of months of sabbatical leave being applied for, as at the date of application.
- v. A staff member who does not have the requisite number of months to his/her credit may utilize accrued annual leave and unpaid leave or a combination thereof, so as to make up the 12-month maximum period allowed for a sabbatical leave.

f. Duration

- i. The University will generally grant Sabbatical Leave for periods between nine and twelve months.

- ii. The minimum number of months of Sabbatical Leave that may be granted shall be determined and approved by the relevant school Management Committee, provided it is not less than three months.
- iii. The maximum number of months of Sabbatical Leave that may be granted within a period of six years, is twelve months.
- iv. Sabbatical leave will ordinarily begin at the start date of a semester and end with the start date of a new semester.
- v. Staff going on Sabbatical Leave remain responsible for actions that follow on from the period before they go on sabbatical leave, e.g. the setting and assessment of exams, supervision, etc.
- vi. The precise timing of Sabbatical Leave depends on the possibility of making satisfactory arrangements for the work of those on sabbatical leave to be carried out by other colleagues as part of their work in the School.
- vii. The Management Committee of the School will be responsible for managing the replacement of the academic staff member on sabbatical by rotating courses, employing part-time faculty members, making internal adjustments in the School, etc.

g. Remuneration

- i. Ordinarily, an academic staff member on Sabbatical Leave will be remunerated as per the terms of their primary faculty contract.
- ii. A member of the academic staff is encouraged to seek funding provided by an external sponsor for research and related activities to supplement their salary where necessary.
- iii. The University may, based on an approved budgetary allocation and other approvals as required by the Faculty, People and Culture and Finance Department and in accordance with the staff policy, provide financial support to the academic staff member on sabbatical to attend academic and research conferences, workshops and seminars. The University will not reimburse any other expenses while the staff member is on sabbatical.
- iv. An academic staff member on Sabbatical Leave shall not accept a remunerated teaching engagement at another University or be engaged in other remunerative employment without the approval of the Management Board.
- v. Notwithstanding 7.4 above, an academic staff member on sabbatical leave may receive a basic stipend from the visiting institution provided that the financial support provided does not amount to remuneration for the position.

h. Sabbatical Leave Report

At the conclusion of a sabbatical leave the faculty member shall, within 1 month of the end date, provide a written report to the Dean/Deputy Vice Chancellor Academic & Student Affairs/Vice Chancellor on activities undertaken during the period of the leave and the achievement of outcomes, in terms of benefit to the faculty member and to the School and University.

i. Resignation During or Following Sabbatical Leave

Should an employee resign while on Sabbatical Leave or within a period of three months following on the sabbatical leave, the employee will be required to re-imburse the University for the salary paid during the period of sabbatical which amount will be pro-rated against any period served after the sabbatical leave.

j. Termination of Service

Any Sabbatical Leave standing to the credit of an employee on termination of service, for whatever reason, shall be forfeited and no gratuity payable.

k. Special Sabbatical Leave

- a. Academic staff members holding senior administrative positions at the level of Dean and above, will be granted a special sabbatical leave immediately upon the termination of their term of office provided that they intend to remain as faculty in the University.
- b. The rationale for the special sabbatical is to facilitate the smooth transition of the new office holder as well as provide the academic staff member with the opportunity to prepare for the transition back to their faculty workload.
- c. No special sabbatical leave shall be granted for periods of appointment to a leadership or management position of less than a year.

All employees should familiarize themselves with and adhere to the University's People and Culture Procedure Manual on Sabbatical Leave Procedures – Academic Staff

7.15 Leave of Absence

- a. The University may grant leave of absence without pay to an employee who wishes to take an outside appointment or for any other reasons found to be acceptable to the Management Board.
- b. Leave of absence without pay shall be given at the Management Board's discretion on such terms and conditions as may be determined by the Board.
- c. Employees granted leave of absence are not guaranteed their positions. Upon their return, they will be expected to apply for any relevant and available position in the University. In the absence of such a position, the employee's

contract shall be deemed to have come to an end.

- d. Leave of absence without pay shall normally be for a maximum of two years.
- e. During such leave of absence, the employee will not accrue leave and their other benefits will be suspended.

7.16 Absence for other purposes

- a. Absence from the office may be authorized at the discretion of the Head of Department and the Executive Director People and Culture for a variety of other purposes. Working hours must be compensated upon return by the employee. This includes absence to accompany sick dependents subject to provision of required documentation.
- b. In order not to disrupt the operations of the University, employees will only be allowed to be away for a maximum of 10 working days per annum after which they will be encouraged to apply for annual leave or unpaid leave.
- c. Unauthorized absence for no valid reason constitutes gross misconduct and is grounds for summary dismissal.

7.18 Unpaid Leave

Staff may be granted unpaid leave. Such leave must be recommended by the respective Head of Department and approved by the Executive Director People and Culture. Unpaid leave will be for a maximum of 10 working days per annum.

7.19 Conference Leave

All full-time employees will be permitted paid leave to participate in conferences and meetings of professional forums essential for their professional development. Before such leave is authorized by the supervisor, adequate coverage for the teaching /administrative activities of the employees must be ensured. This policy applies to all conference leave irrespective of the source of funding.

7.19.1 Definitions:

Conference leave will be for a maximum of 15 working days in a year to:

- a. Deliver lectures, as invited speakers.
- b. Present papers at conferences and other professional forums.
- c. Attend conferences/seminars.

Leave days specified above include travel time.

7.19.2 Observations and Limitations

- a. Conference leave for employees will be a matter of privilege and not a right. It will be approved at the discretion of the employees' Head of Department. Criteria for approval will include the employees' position, responsibilities, abilities, need for participation, and departmental priorities as determined by the respective Head of Department.

- b. Since the objective of this leave is professional development of the employees, supervisors will ensure that all full-time employees get an opportunity to participate in professional forums relevant to their position and responsibilities.
- c. Faculty members will be allowed to attend a maximum of 3 conferences a year while administrative staff will be allowed 1 conference per annum. Any exception to the frequency of conference participation must be approved by the respective Head of Department in consultation with the Executive Director People and Culture.
- d. Employees will be encouraged to contribute and present at such forums for their professional development, which would be an important consideration for their participation. However, Heads of Department must ensure adequate coverage for teaching/administrative operations while sanctioning such leave.
- e. Employees requiring conference leave should give at least one-month notice to their supervisor to ensure time for the approval process, and to ensure adequate coverage of teaching/administrative activities and other important functions.
- f. If approved conference leave in any way is in conflict with departmental/institutional work requirements/schedules, the supervisor may request the employees to withdraw their participation.
- g. All sponsorships will be subject to availability of budgetary funds and departmental priorities. External sponsorships received will be forwarded to the concerned Head of Department since these are in principle given to the University and will be allocated thereafter. These sponsorships will be subject to approval by the Head of Department, keeping in view that the University reserves the right to decline an offer of sponsorship. Due caution and discretion will need to be exercised by the Head of Department and concerned employees while accepting these sponsorship offers, in relation to conflict of interest, undue influence, and related matters.
- h. Conference leave entitlements pertain to a calendar year and shall not be accumulated or carried forward.

8. SECTION EIGHT: PERFORMANCE MANAGEMENT

8.1 Purpose

This policy is aligned to the University's strategy. This policy must therefore be interpreted and applied within the context of the principles and premises contained in the University's Statutes, Strategy, and all other relevant policies and procedures.

8.2 Scope

This Policy covers all employees

Aims of the Policy

The aims of this Policy are:

- a. To create a framework which aligns all the employees' initiatives, efforts and -output, with the institutional strategic goals, mission, vision and culture.
- b. To outline a Performance Management (PM) process that drives individual staff continuous improvement through monitoring and evaluation, training needs identification, continuous performance feedback, coaching and mentoring.
- c. To outline a framework for establishing individual staff performance level with the purpose of recognizing outstanding performance or implementing appropriate consequences in the case of poor performance.
- d. To create and entrench, by means of implementing this policy, responsibility and accountability for individual employee performance.
- e. To create a framework that embraces development initiatives and thus helps staff take ownership of their career planning and management.
- f. To ensure an objective means of evaluating individual performance with agreed targets for the performance period.

8.3 Outcomes of the Policy

- a. The University's strategic goals, mission and vision will be achieved, and culture sustained.
- b. Increased individual and institutional performance level and all-round, continuous development and formation of individual employees.