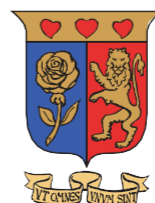




PEOPLE AND CULTURE POLICY MANUAL



Strathmore
UNIVERSITY



PEOPLE AND CULTURE POLICY MANUAL

Approval and Review	Details
Division	University Secretary
Department	People and Culture
Policy Name	People and Culture Policy Manual
Policy Number	Version 2
Policy Owner	Executive Director of People and Culture
Responsible University Officer	

Approval and Amendment History	Details
Approval by Committees	P&C Committee of MB on 18 th February 2022 Management Board on 24 th February 2022 University Council on 16 th March 2022
Original Approval Authority	Approved by the University Council
Date of Original Approval	16/03/2022
Amendment Authority and Date	Ver. 1 May 2019
Notes	
Effective Date	16 th March 2022

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1. SECTION ONE: INTRODUCTION

Title

- a. This Policy may be cited as the Strathmore University People and Culture Policy Manual (hereinafter referred to as “the Policy”). It applies to and forms part of the contract of employment of all employees of the University. The intent of the Policy is to provide a concise source of information on the People and Culture policies of Strathmore University as well as the rights and duties of the University and the employee in employment.
- b. All Employees are expected to abide by its terms and to uphold the highest standards of personal and professional ethics and behavior.
- c. The provisions of this Policy are subject to modification, amendment or revocation from time to time.
- d. Employees are encouraged to consult the People and Culture Department for any clarification regarding the policies, procedures and terms and conditions contained in this Policy.
- e. Where provisions of this Policy conflict with those stated in an individual Employee’s contract, this Policy and its amendments from time to time will prevail over the employment contract unless otherwise approved by the Management Board.
- f. This Policy shall be read together with the provisions of the University’s Statutes, People and Culture Procedure Manual and other policies.

1.2 Definitions

In this Policy: -

- a. **“Board”** means the Management Board as constituted by the University Statutes Rules, Regulations and Policies.
- b. **“Bonus”** means an award based on the achievement of set objectives awarded at the discretion of the Management Board.
- c. **“Calendar year”** means the period from 1st January to 31st December, both dates inclusive.
- d. **“Council”** means Strathmore University Council as constituted by the University Statutes, Rules, Regulations and Policies
- e. **“Employee”** means a person employed by the University on a contract of service.
- f. **“Full time staff”** means member of staff who is engaged by the University on a full time basis.
- g. **“Part time staff”** means a member of staff who is engaged as and when there is need. These staff do not have a guaranteed workload.
- h. **“Project based”** staff means a member of staff who has been hired for a very specific project. Their terms of engagement are as stipulated by the

project.

- i. **“Gross Salary”** means the aggregate salary paid to an employee before any deductions are made. This includes basic salary and contractual allowances.
- j. **“Head of Department”** means a person appointed by the Management Board of Strathmore University to perform the duties of a Head of Department.
- k. **“Immediate relative”** or **“Immediate family member”** means the employee’s child, spouse, siblings, parent, and parent of the spouse subject to provision of required documentation on the same.
- l. **“Onboarding”** The process of integrating a new employee at an organization to facilitate the acquisition of skills, knowledge, and behaviors necessary to be successful in the position and in the work environment through formal processes and informal means.
- m. **“Onboarding Buddy”** The Employee who is assigned to assist and offer general support to the new Employee during the on-boarding period to facilitate their settling down.
- n. **“Onboarding Period”** the period commencing on an Employee’s first day of employment up to the time the employee is due for confirmation after their specified probation period.
- o. **“Re- Boarding”** Whenever employees are away from the workplace for an extended period of time, say 2 years and above, there is often a steep learning curve to get them back up to speed, not only due to likely organizational changes, but also based on the daily work at hand. Returning employees will likely need some degree of assistance returning to a working mindset, collaborating effectively with colleagues (particularly if any of them are new), and working through any fears, anxieties or self-doubts they might be feeling. The aim of re-boarding the right way is to effectively and humanely bring people back to work and reconnect teams in meaningful and mutually supportive ways.
- p. **“Pre-boarding”** Refers to candidate engagement activities that take place between a new employee’s offer acceptance and start date
- q. **“Remuneration”** includes the total reward for employment in the form of salary, allowances, benefits, cash and non-cash incentives, bonuses etc.
- r. **“Salary Review”** means a revision of an employee’s remuneration undertaken by the University through its designated bodies.
- s. **“Suspension”** means forced leave of an employee from employment, for a specified period, with pay, pending investigations or conclusion of disciplinary proceedings.
- t. **“Trustees”** means the Board of Trustees of Strathmore Educational Trust, Registered Trustees.
- u. **“University”** means Strathmore University as established by the Strathmore University Charter.

1.3 Powers to Amend

- a. The University Council reserves the right to amend this policy or parts thereof from time to time.
- b. In exercising such powers, the Council shall take into consideration the University's Statutes, Regulations and Policies as well as all applicable laws.

1.4 Delegation

The University Council and the Management Board may delegate any of their functions and powers under this Policy to their respective Chairpersons or any other of their members or to anybody comprising such member or members and such other persons as they may respectively appoint.

In all areas where the Executive Director, People and Culture, can exercise power, the power may be exercised by such person designated by the Executive Director, People and Culture with the approval of the University Secretary.

1.5 Application, Distribution and Adherence

- a. This Policy shall be read in conjunction with an employee's contract of employment and any other policies and procedures issued by the University from time to time.
- b. It is the responsibility of each Head of Department to ensure that the Policy is carefully implemented and adhered to within their department and that those working under them are aware of their obligation to familiarize themselves with and adhere to the Policy.

1.6 Unwritten Code

This Policy does not purport to cover all aspects of the employment relationship. Where no set policies exist, employees shall be expected to conduct themselves in accordance with the ethos, principles, values and mission of the University as well as with the terms and conditions stipulated in their employment contracts and the provisions of the University Statutes, Regulations and Policies.

1.7 Publication

The Policy will be made available on the People and Culture Department website and any other digital depository used for University policies from time to time.

1.8 Automation

Whenever possible and with the view of enhancing efficiency, the University will apply appropriate technology in its employment operations.

2. SECTION TWO: PRINCIPLES GOVERNING THE OPERATIONS OF THE UNIVERSITY

2.1 University Mission Statement

The University acknowledges the person of St. Josemaria Escriva, founder of *Opus Dei*, who inspired its establishment and whose teachings guide its spirit. Although the University is not a religion-based or an officially ecclesial institution in matters of faith and morals it is committed to following the teachings of the *Magisterium* of the Catholic Church. The Mission of the University is to:

- a. Provide an all-round quality education in an atmosphere of freedom and responsibility, advancing excellence in teaching, research and scholarship, fostering ethical and social development and service to the society, instilling a culture of lifelong learning, fostering high moral standards, and inspiring a culture of entrepreneurship.
- b. Advance education, knowledge, wisdom, understanding and entrepreneurship through its teaching, research, and innovation both within the University and in close association with business and the professions, for the benefit of individuals and society at large.

2.2 The University's Core Values are:

- a. **Excellence through the sanctification of work:** We strive for work excellence and the highest-quality output, and the joy of always giving good service;
- b. **Freedom and responsibility:** We respect the freedom of the individual person, with the acknowledgment that with freedom comes responsibility for one's actions;
- c. **Ethical practice:** We honour the beliefs, morals and values of the academic profession and help others to do the same;
- d. **Personalized attention:** We seek to provide an environment where students and other stakeholders can receive individual and customised service and support.
- e. **Subsidiarity:** We seek to provide solutions at the most immediate level to a need;
- f. **Collegiality:** We respect one another's commitment to a common purpose and work together to meet the needs of our clients. Collegiality does not in any

way constitute a suspension of decision making or making a renunciation of personal responsibility on the part of those in charge but rather constitutes a more consultative and reflective decision-making process;

- g. **Life-long learning:** We develop programmes and adapt teaching methods that equip learners with skills and tools for innovation and adaptability, and contribute to a person's development of mind and body, intelligence, sensitivity, aesthetic appreciation and spirituality throughout their lives;
- h. **Service to society:** We serve society through research, education and institutional citizenship. Through research, we advance knowledge that is the foundation of improvements in human well-being. By educating students, we strengthen society's capacity to grow and innovate. Through institutional citizenship, we develop programmes that make a direct contribution to the betterment of society and inspire our students to do the same.

2.3 Organizational Structure of the University

The Organizational Structure of the University is as indicated in the University's Statutes.

3. SECTION THREE: GENERAL CONDITIONS OF EMPLOYMENT

3.1 Hours of Work

- a. An employee's hours of work shall be indicated in their contract of employment. The hours may vary as dictated by the needs of the University and areas of operation.
- b. An employee may be called upon or may be required to work beyond their stipulated contractual hours. Whether or not the employee will receive overtime and the overtime rates shall be as stated in the contract of employment.

3.2 Workload

An employee's workload including that of academic staff shall be indicated in the individual Job Description

3.3 Attendance and Punctuality

- a. Employees are expected to report to work on time and ensure that they give their best effort and attention during office hours. In the event that an employee is unable to work as scheduled, they should seek permission from their supervisor as soon as possible.
- b. Absenteeism and tardiness are disruptive to the operations of the University. Repeated absenteeism and tardiness will lead to disciplinary action, up to and including termination

3.4 Contract Management Policy

An employee may be appointed on a Permanent Contract, Fixed Term Contract, Temporary contract, Project Based Contracts, Casual Workers, Visiting Academic Staff, Part-Time, Voluntary and Internship and Industrial Attachment. Continuity of employment shall be subject to fulfillment of all applicable terms and conditions of employment, the University's requirement, including strategy, financial and operational requirements and at the absolute discretion of the Management Board.

3.4.1 Types of Contracts

a. Permanent Contract

This is an employment arrangement whereby the employee is engaged on an open-ended basis. Employees will be considered for employment on permanent terms after at least one year of continuous service with the University. For certain key and strategic positions, to be determined on a case by case basis, the one-year pre-requirement may be waived by the Executive Director People and Culture, the Management Board or the University Council, depending on the seniority of the position in question.

b. Fixed-term Contract

This is an employment arrangement whereby the employee is employed to work for a fixed / specified duration. Matters relating to the duration of the contract, its renewal and issuance of an open-ended contract are at the absolute discretion of the University. Each fixed term contract will be considered separate and independent from the other and the renewal of previous contracts does not create any expectation or obligation of future renewal.

If no communication is received by the employee from the University prior to expiry of the contract and should the employee continue to work, the contract shall not be deemed to be extended until such time as communication shall be received from the University regarding the employment.

c. Project Based Contracts

Employees who are recruited to work on specific projects, shall be issued with contracts whose durations shall be in line with that of the specific project.

d. Temporary Contracts

A temporary employee is one who is employed for a limited period to cope with the variation in work as well as to alleviate personnel challenges from time to time. The term of the temporary contracts shall be determined from time to time by the management board. Employees on temporary contracts may not be entitled to any benefit unless stated in their contracts.

e. Adjunct Contract

This is an employment arrangement whereby the employee is employed to work for a specified number of hours. These employees enjoy such pro-rated benefits as are indicated in their contracts of employment. Adjunct employees may also be entrusted with administrative roles.

f. Voluntary Appointment

Persons with appropriate skills who offer themselves to serve at minimum or no cost to the University may be offered voluntary appointment.

g. Part-time Contract

This is an employment arrangement whereby an employee is engaged to work for a specific number of hours or period. These employees do not enjoy Full Time staff benefits. They may have defined benefits as indicated in their contracts of employment.

h. Casual employees

This is an employment arrangement whereby an employee is engaged on a temporary basis of not more than three months.

3.5 Personal Telephone Calls and Visitors

- a. During office hours, personal telephone calls should be kept to an absolute minimum. Personal calls should be made only during rest and lunch breaks.
- b. Unofficial visits are discouraged during work hours and should be kept to a minimum at all times. All visitors must identify themselves to the receptionist who will give them a Visitor's Badge to be displayed at all times. The Visitor must be escorted by an employee. No visitor, including former employees, are permitted to walk around the University premises unescorted.

3.6 Solicitations

All solicitations on the University premises are prohibited. Employees are advised that no business shall be conducted on the premises, and no solicitations for sale of products or services should be made.

3.7 Personal Property

Employees shall at all times be responsible for their own property in the offices and the University's environs.

3.8 Confidentiality

- a. Unless specifically authorized by the Vice-Chancellor, no employee shall disclose any confidential information to any person otherwise than in the ordinary course of their work to such person as is authorized to receive such information.
- b. "Confidential information" includes information, documents or data in whatever form relating to the business, affairs, officials, representatives, employees, employee records and any other aspect of or transactions of the University and information relating to the students and their sponsors and all information relating to any entities associated with the University, which the employee receives or obtains in connection with their employment, whether or not such information (if in anything other than oral form) is marked confidential.
- c. No employee shall during, upon or after termination of employment, communicate to any person, government or other entity internal or external to the University, any confidential information made known to them except upon specific written authorization from the Vice-Chancellor. Breach or threatened breach of this requirement of confidentiality by the member of an appointing

committee entitles the University to seek legal or other remedies available to it, internally or externally in any entity, institution or court of competent jurisdiction as the cost of the committee member in breach of confidentiality

3.9 Public Statements

- a. Employees shall not give interviews, issue statements, write or publish anything concerning the University in any form of media, except with the Vice-Chancellor's written consent.
- b. Any public position taken on any issue through any communication channel should be clearly stated as one's personal view, and not representative of the University's position though employees should be aware that taking such public positions might affect the University. While it is not desired to interfere with an employee's freedom of speech, any lack of discretion on the part of the employee is likely to embarrass the University and may result to serious consequences to the employee responsible.
- c. All employees should familiarize themselves with and abide by the University's Policies on communication.

3.10 Personal and Professional Conduct

In line with the University's ethos, all employees are expected to adhere to high, professional and moral standards of personal conduct.

3.11 Dress Code

A neat, clean, professional appearance is a requirement for all positions at the University. Employees should be dressed in proper business attire. Business attire means clothing that allows the employee to feel comfortable at work yet is appropriate and decent for the University environment. Refer to the University's dress code guideline.

3.12 Whistleblowing

Whistleblowing is a term used to describe a situation where an Employee or groups of Employees raise concerns about a malpractice or wrongdoing within the University. The person who makes the report is known as the whistleblower. This policy encourages Employees to speak out legitimate concerns which they may not be comfortable discussing openly. The University's Policy and Procedure on Disclosure shall guide the employee on how to disclose such information without fear of reprisal.

3.13 Academic Freedom

The University recognizes and encourages an atmosphere of academic freedom and responsibility. In all cases the University expects all employees to respect and uphold the principle of unity of faith and reason, which forms the basis of the ethical norms which guide teaching and research in the University.

3.14 Academic Integrity

The University is committed to fostering an intellectual and ethical environment based on the principles of academic integrity. Academic integrity includes a commitment to the values of honesty, trustworthiness, fairness, and respect. These values are essential to the success of the University's educational and research missions and violations of academic integrity constitutes a serious offense against the entire academic community. All employees should therefore familiarize themselves with and adhere to the University's policy on Academic Integrity.

3.15 Gifts from Suppliers/Sponsors/Students/Others

Gifts offered to employees may place them in a conflict-of-interest position. It is therefore important for all employees to declare gifts or benefits in kind (including discounts) received from suppliers/clients/students/sponsors or any other stakeholder of the University to the Head of the Administrative Services department who shall advise whether or not the gift is acceptable.

3.16 Holding outside Appointments

- a. Administrative staff are not permitted to hold outside appointments (employment, business, consultancies, non-executive directorships amongst others) except with the prior written approval of the respective Head of Division in consultation with the Executive Director, People and Culture. In granting such approval the University may lay down any conditions it considers appropriate in order to preclude any conflict of interest.
- b. Academic staff and Teaching staff may hold related academic appointments such as supervision of graduate students in other universities, external examination in other institutions, consultancies, non-executive directorships, amongst others, provided these activities do not interfere with their normal work in the University. An academic staff who wishes to be involved in such outside work shall first seek and obtain the written approval of the Deputy Vice Chancellor- Academic and Students Affairs through their respective Head of Department. For non-executive directorships and similar positions, the member of staff shall first seek and obtain the written approval of the Vice Chancellor.
- c. In all cases, the application to hold an outside appointment must first be approved by the Head of Department. Approval shall not be given for the holding of executive directorships.

3.17 Political Involvement

Ut Unnes unum sint is the University's motto where all staff and faculty are called upon to prosper in the diversity of the University's richness in culture, backgrounds, views, etc as guided by the University's mission and vision.

To sustain this unity, the University prides in being neutral/not affiliated to any political activity. Consequently, a staff/faculty shall not, in or in connection with the performance of his/her duties as such act as an agent for, or so as to further the interest of a political party or indicate support for or opposition to any political party or candidate in an election or engage in political activity that may compromise the political neutrality of the University.

3.18 Additional Guidelines

- a. Though an employee is entitled to his/her own political, civil or social views on various matters, s/he shall ensure that their view and any utterances or expression of the same in any form are:
 - i. in their private capacity,
 - ii. do not implicate or give the appearance either directly or indirectly that the University as an institution or through its members holds, promotes or advocates for such political, civil or social views of the employee in question.
- b. An employee shall not:
 - i. Use his or her official authority or title or any link or association with the University for the purpose of interfering with or affecting the nomination or election of any candidate for public office.
 - ii. Command or solicit or aim to create an association or link in any fashion with any other employee or member of the University in respect of any political, civil or social views held by that employee. The employee may not either directly or indirectly aim at or actually take steps to have any employee or member of the University, participate in any political, civil or social activity.
 - iii. Use his/her political, civil or social stand to intimidate, ridicule, harass or challenge or in any way engage other employees or members of the University whether in public or private.
- c. Faculty and staff members shall not use regularly scheduled University work time for personal or partisan political activity.
- d. The University's brand/logo, premises, tools or any material or any reference or affiliation to the University as well as time and resources provided by the University at and for work, should not be used to further ones or any other person's political, civil or social views, activities or interests.
- e. Communication made on political, civil or social views of an employee should be in their personal capacity must not include any material that may suggest this communication relates to the person's role or employment or any affiliation to the University.

- f. University employees must not use University emails, phones, or other means of communication or media information affiliated to the University for political, civil or social purposes.
- g. Any employee who wishes to engage in any form of political activities or engagement, must tender their written resignation to their respective Head of Department at least six months to the election date.

3.19 Conflict of Interest

The University's mission of teaching, research and public service must not be disrupted by the pressures of economic or other gain. The trust that the University's stakeholders have with regard to the University's integrity must not be undermined by improper influence where conflict of interest is concerned. All employees are expected to act with honesty, integrity, and in the best interest of the University when performing their duties.

Accordingly, employees are not permitted to: -

- a. Do business with the University;
- b. Accept or solicit directly or indirectly without authorization, payments, services or loans from any person or organization doing business or expecting to do business with the University. This will include 'gifts', travel, entertainment or other forms of gratuities;
- c. Use the Institution's resources, including facilities, personnel, equipment or confidential information, for any purposes other than the performance of the employee's official responsibilities;
- d. Use confidential information for personal gain, or other unauthorized purpose;
- e. Participate in negotiating or giving final approval to agreements between the University and another organization in which the individual, or an immediate family member has a significant financial/business relationship, employment, or consulting arrangement;
- f. Take advantage of the University's activities and opportunities for their personal gain.
- g. All employees should familiarize themselves with and must adhere to the University's Conflict of Interest Policy.

3.20 Conflict of Commitment

A 'Conflict of Commitment' exists where the external activities of an employee are so substantial or demanding of the employee's time and attention that they are diverted from their primary responsibilities at the University and their performance is affected. 'Conflict of Commitment' constitutes a form of conflict of interest. The employee shall seek written approval from their respective Head of Department prior to engaging in the demanding external activities.

3.21 Working Environment

- a. All employees are expected to maintain orderly work stations in consideration of other members of staff.
- b. All employees are accountable for the work equipment and furniture entrusted to them in the course of duty. Employees will be held liable for any damage caused by personal negligence, willful default or otherwise.
- c. The University has established a health and safety policy for the welfare of all its employees.

3.22 Use of University Resources/Property

- a. Employees are expected to exercise care in the use of University property and to use such property only for authorized purposes. Unauthorized use or removal of University property from the University is prohibited.
- b. To use University property for work purposes outside the office, an employee must obtain prior written permission from their supervisor.
- c. University property issued to an employee must be returned at the time of separation. Any University property that is not returned will be deducted from the employee's final dues.

3.23 Staff meetings

Employees are expected to attend meetings organized by Management or Management representatives. These meetings may be at departmental level or for the University as a whole.

3.24 Sexual Harassment

- a. The University is committed to maintaining a learning and working environment for all students, faculty, and staff that is underpinned by freedom and responsibility, respect for others, fairness and high human standards – an environment that supports career and educational advancement on the basis of job and academic performance. Sexual harassment subverts the mission of the University and offends human dignity. It is not tolerated at Strathmore University.
- b. All employees should familiarize themselves with and adhere to the University's Sexual Harassment Policy.

3.25 HIV/AIDS

The University promotes a policy of non-discrimination at the workplace regardless of an employee's health status, subject to fitness to perform a particular task.

3.26 Drug-Free Workplace

- a. All workplaces and facilities where the University conducts its activities shall be free of all illegal drugs, narcotics, hallucinogens and stimulants. These include, but are not restricted to cocaine, heroin, marijuana and opium.
- b. The use of University resources or premises for the purpose of manufacture, distribution, dispensation, possession or use of any illegal substance is strictly prohibited.
- c. Any employee who violates this prohibition shall be subject to summary dismissal. The appropriate authorities may also be notified, and the University may take appropriate legal action.
- d. Employees should familiarize themselves with and adhere to the University's policy on Substance Abuse.

3.27 Smoking

Smoking on University premises is prohibited except in the designated areas. Employees found smoking in non-designated areas will be subject to disciplinary action.

3.28 Alcohol

- a. The consumption or dealing in alcohol is not permitted on University premises or in the course of University business with the exception of official functions where alcohol is provided by the University.
- b. Any employee found consuming alcohol on University premises or reporting to work under the influence of alcohol and/or who is unable to work as a result of alcohol will be requested to leave the premises immediately and will be subject to disciplinary proceedings which may lead to summary dismissal.
- c. For purposes of confirming whether or not an employee is under the influence of alcohol and/or is unable to perform his/her work properly, the Employee shall submit to such tests, including medical tests, and at a medical facility as the University may require. The employee may also be required to undertake certain physical acts such as writing specific sentences, giving responses to certain questions or commands or other functions that an intoxicated person cannot perform in order to ascertain that the employee is unable to perform their duties properly due to intoxication.

3.29 ICT Policy

- a. The University has provided ICT facilities to assist/support its employees in their day-to-day work. It is important that they are used responsibly, are not abused, and that all employees understand the legal, professional and ethical obligations that apply to them.
- b. All employees should familiarize themselves with and adhere to the University's ICT policy.

3.30 Intellectual property

The title, rights and interests in all forms of intellectual property produced by employees in the course of their employment by the University, will be vested exclusively with the University and the creators shall cooperate with the University in all respects to enable the University to fully secure and legally protect and acquire intellectual property rights. The Intellectual Property Policy in the University shall apply.

3.31 Policy on Remote Working

- a. This policy on remote working outlines the guidelines for employees who have obtained the necessary approvals to work from a location other than the University premises for all or part of their regular workweek or who have been requested by the University to work remotely.
- b. Remote working occurs where an employee carries out their work at a location other than at the University premises. Remote working is not an entitlement and therefore should not be considered as a University-wide benefit.
- c. The aim of this policy is to ensure that both the employees and the University can benefit from these arrangements.
- d. This policy applies to all employees of the University in the following categories: -
 - i. Those who work remotely by virtue of the nature of their employment, for example, an employee who is based abroad;
 - ii. Those who are required to work remotely by the University;
 - iii. Those who wish to apply to work remotely; and
 - iv. As the University shall determine from time to time.
- e. All employees should familiarize themselves with and adhere to the University's People and Culture Procedure Manual on Remote Working Procedures and Eligibility.

3.32 Loan Policy

- a. The University is not an alternative to lending or savings and credit institutions. The University may, however, provide a solution in an emergency situation.
- b. Loan applications are assessed on an ad hoc basis and, therefore, there is

no automatic entitlement to a loan. This policy shall apply to all full-time employees of the University.

- c. The employee must justify the application for a loan on the basis of an unexpected emergency situation. Unless approved by the Management Board, the University will not, under any circumstances, stand security in the event of applications for loans submitted to other institutions.
- d. Documentation and the application for any loan will be kept confidential and is subject to the University's Data Protection Policy.
- e. All employees should familiarize themselves with and adhere to the University's People and Culture Procedure Manual on loan Procedures and Eligibility.

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>