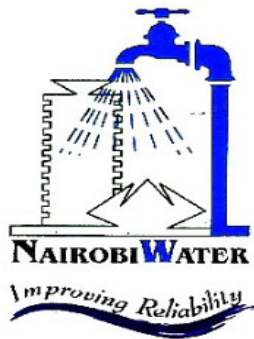
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APPROVAL BY THE BOARD

**The Nairobi City Water & Sewerage Company Board of Management in its meeting held on
December 18, 2012 reviewed and approved this HUMAN RESOURCES POLICY AND
PROCEDURES MANUAL**


The document shall be reviewed regularly as may be found necessary.

Signed:




Director, Human Resource & Administration Services

Date: 14/03/2013


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ACRONYMS/ABBREVIATIONS

AA	Automobile Association
ACECA	Anti-Corruption and Economic Crimes Act
Admin	Administration
AM	Administration Manager
CAP	Chapter
CBA	Collective Bargaining Agreement
CDC	Corporate Disciplinary Committee
CDP	Continuous Development Points
CTC	Corporate Training Committee
DHRAS	Director Human Resource and Administration Services
HOD	Head of Department
HR	Human Resources
HRM	Human Resources Manager
ICT	Information and Communication Technology
IT	Information Technology
KPI	Key Performance Indicators
MD	Managing Director
NCWSC	Nairobi City Water and Sewerage Company
OSHA	Occupation of Safety Health Act
PPE	Protective and Preventive Equipment
SPMS	Stores and Procurement Management System
TOR	Terms of Reference
USA	United States of America

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PREAMBLE


In harmony with the vision of transforming Nairobi City Water & Sewerage Company Limited into an efficient and reliable organization, we recognize our Employees are our biggest asset. To assist and facilitate transparency, it is imperative to institutionalize processes across all functions and hierarchies which are accessible to all.

The issuance of this revised Human Resource Manual is an attempt to bring transparency in all that touches our daily life at our workplace and thus help us synchronize what is expected of us with what we expect of the system.

This HR Manual is the building block of this journey. It also provides all information and guidelines but is not a contract and the information contained herein is not to be considered contractual promises.

The Policies laid down in the Manual supersede all other revised versions of the Manual. The Management reserves the right to modify the provisions of this manual as and when required.

Any terms and conditions of employment not covered, in part or in whole, in this manual shall be subject to the provisions of the Employment Act, 2007.


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HR MISSION

Our HR mission is to support our Corporate Leadership, Department Heads and employees in the achieving their personal and strategic goals. We intend to achieve this by attracting, recruiting, training, developing and retaining high caliber staff and constantly revitalizing the employees of Nairobi City Water & Sewerage Company through Benchmark policies and practices.

HR OBJECTIVES


- i. Demonstrate a compelling modesty and act with quiet and calm determination to create an atmosphere of self-motivation across all levels.
- ii. Facilitate people to build a friendly working environment.
- iii. Promote a culture of Teamwork amongst employees.
- iv. Strive for continuous improvement in upgrading the competencies of employees through focused initiatives.
- v. Focus on defined Values and Principles.
- vi. Facilitate people towards a multi skilled and multi-tasking approach.

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HR STRATEGY

Our HR Strategy is encompassed by: **R E S P E C T**

- **Reliability** You can Count on us
- **Excellence** Is our Standard
- **Service** Customer is First. Exceed meeting his/her needs
- **People** Serve people with fairness and firmness
- **Empowerment** Enabling each to attain his/her Potential
- **Caring** Care for all as we wish to be cared for
- **Teamwork** Foster a spirit of Teamwork

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SECTION 1: INTRODUCTION

1.1 The purpose of the manual

This manual defines the Human Resources policies, procedures, rules, regulations and conditions of employment for the Nairobi City Water and Sewerage Company (NCWSC) staff. The manual describes benefits and rights due to and the obligations and responsibilities required of employees and administrative procedures, amongst others. It is therefore, essential that all employees read and understand the manual. The manual documents and communicates NCWSC policies and procedures formulated to assist management in making people management decisions, and forms the basis upon which the company's working culture/environment will develop.


This manual shall be read in conjunction with the constitution of Kenya, labour laws and the collective bargain agreement prevailing at the time.

Any changes to the policies and procedures will require authorisation of the Managing Director (MD). However, if changes in policy have significant financial implications, the MD will seek Board approval before implementation.

1.1.1 Responsibility

All employees have a responsibility to read and understand these regulations and any subsequent amendments that will be made as and when it is deemed necessary. Heads of Directorates, Heads of Departments, sections heads and supervisors must ensure that all staff under them, irrespective of their cadre are made aware of what this document contains in terms of rules and regulations. Ignorance of any of these regulations will not be accepted as an excuse for failure to act upon any matter or comply with the laid down regulations.

This document will be reviewed from time to time due to changes in the operating environment. Upon review of this document all obsolete copies shall be returned to the Human Resource Manager and a new copy issued in line with the quality management systems. For control purposes a distribution list shall be maintained by the Database officer at the central registry.

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All new employees shall be issued with a copy of the Human Resource Manual upon joining the organization. A copy of this manual will also be placed in the library for easy access by every employee.

1.2 Approach to Human Resources


Employees are the NCWSC's greatest asset. As NCWSC strives to be a leading institution, it will need to have the very best employees whose individual goals are very much aligned with those of the NCWSC. In turn, the NCWSC will offer personal challenge, development, recognition and opportunity-equitably to all employees.

The human resource policies and procedures are geared towards achieving the above and will continuously be improved to keep abreast in terms of best human resources practices and also alignment to rules & regulations that govern employment in the country. The NCWSC policy in dealing with people will aim to benchmark itself against best practices in human resource management both within the country, region and also globally.

The NCWSC expects every member of staff to understand the Corporate, Directorate and Departmental goals/ objectives, adopt a team approach to work, exhibit self-confidence and initiative in carrying out his or her job and to see tasks through to completion.


1.3 Applicability

Unless expressly provided either in these regulations or stated in individual letters of appointment or where exception is authorised by the Board, these regulations shall apply to all employees of NCWSC.


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SECTION 2: DEFINITIONS

- a) **Academic qualification**- refers to the basics in learning competency requisites
- b) **Competency framework**- An NCWSC manual prescribing the job requirements for all levels.
- c) **Conferences**-This features keynote presentations delivered to all attendees, as well as multiple break-out sessions. Attendees often expect to receive information about industry trends and developments.
- d) **External training** - refers to a training that is fully or partially sponsored by the company outside Kenya.
- e) **Family**-refers to husband, wife and children
- f) **Job family**- refers to a grouping of jobs that handle similar types of work and require similar types of training, skills, knowledge and expertise
- g) **Middle management** -Coordinators and Officers
- h) **On-the-job training** - takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees will use when fully trained
- i) **Orientation** - The initial welcoming and blending of a new employee/officer into work station and environment. Induction - This is the process of receiving and orienting a new employee into an organization. It also refers to a process of familiarizing a new officer to work procedures and environment
- j) **Professional qualification** – are qualifications required to practice at a high level in certain jobs or professions.
- k) **Secondment** - Staff hired from an external organization to fill a gap in an organization on short term basis.
- l) **Seminars** - Seminars are educational events that feature one or more subject matter experts delivering information primarily via lecture and discussion.
- m) **Senior management**- Managing Director, Functional Directors and Managers
- n) **Self-development** -refers to a full initiative by an employee to advance his/her competencies by meeting the full costs of a course.
- o) **Short listing committee** - This refers to a committee constituted by MD whose membership shall be drawn from the various directorates with a union representative

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- p) **Shift worker**- Any staff working in an area with operations that run on a 24 hours basis seven days a week. Such employees shall work on 8 hour shifts including Saturdays, Sundays and public holidays.
- q) **Training** - refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies
- r) **360 Degree appraisal** -refers to a method and a tool that provides each employee the opportunity to receive performance feedback from his or her supervisor and four to eight peers, reporting staff members, co-workers and customers.
- s) **On call staff:** - refers to staff who due to nature of their work shall be required to be within the working environment to attend to emergencies.
- t) **Workshops** -This format often involves students practicing their new skills during the event under the watchful eye of the instructor.
- u) **Hands-On Workshops** - typically involve participants doing work on a particular issue during the program. The promise is that when they leave, they'll have at least a rough plan or tools in place to address the challenge.
- v) **A recognized medical doctor** – refers to a medical doctor from an institution as listed in the company's medical scheme.
- w) **Normal rest day** – refers to any day that an employee is authorized to rest after working for the required 40 hours in a week for regular employees and shift workers or 60 hours for security personnel
- x) **A project** – refers to an assignment with defined deliverables and has a specific time frame for completion.

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SECTION 3: THE ORGANISATION

3.1 Description of NCWSC

Nairobi City Water and Sewerage Company is a body corporate incorporated under the company's act (CAP 486) and wholly owned by Nairobi City Council.

The Company has been appointed by Athi Water Services Board and given mandate to provide quality water and sewerages services within Nairobi City and its environs. Specific responsibilities include:

- i. To operate and maintain facilities for provision of water
- ii. Comply with water and sewerage services quality standards and service levels
- iii. Bill for water consumed and collect revenue.


3.2 Organisational Structure

The company is organised along eight key functional areas namely:

- i. MD's office
- ii. The Directorate of Technical Services
- iii. The Directorate of Commercial Services
- iv. The Directorate of Financial Services and Strategy
- v. The Directorate of Human Resources Management and Administrative services.
- vi. Company Secretariat
- vii. Directorate of ICT
- viii. Directorate of Internal Audit and Risk Management

The Managing Director will provide strategic leadership and has overall responsibility for the performance of the entire organisation. Towards this end, the Managing Director will entrust the Functional Directors with the responsibility to ensure effective performance and delivery of services within their respective directorate.

Each staff member will be assigned to a directorate in accordance to their relevant qualifications, skills and experience. A job descriptions with clearly spelt out performance indicators will be provided to each employee.

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1.3 Organisational Communications

Internal communication and information will be implemented in the following way:

- i. A notice board will be used for certain general information.
- ii. A routing system for internal written communication will be established to ensure that each staff member has taken notice of the communication concerned.
- iii. Communication files will be opened to applicable staff and
- iv. Confidential files (personal files) will not be open to inspection except as deemed necessary by the Director Human Resources and Administrative Services.
- v. The reception desk is to be manned at all times. Although there are particular people assigned to the desk, it is the responsibility of all clerical and administrative staff to handle reception and telephone calls promptly.
- vi. There shall be a staff meeting at least once a month at Directorate and Stations level and copies of the minutes shall be kept

SECTION 4: TERMS OF EMPLOYMENT & HUMAN RESOURCES PROCEDURES

4.1 Employment Policy

NCWSC fully subscribes to the doctrine of Equal Employment opportunities for qualified personnel both female and male regardless of ethnicity, race, culture, disability and religion or relationships..

All appointments will be based on transparent human resources management system devoid of political interference and in line with the provisions of the Employment Act 2007.

4.2 Recruitment and Selection

4.2.1 Introduction

Positions of the Managing Director and Directorate heads shall be advertised in at least at three (3) daily newspapers with large circulation giving concise description of the job and required qualifications. The advertisements will be carried on weekday editions and not on weekends and public holidays. This shall also apply for recruitment of staff required to fill identified gaps whose expertise is not available within NCWSC. The recruiting body for the different categories of employees shall be as follows:


- i. The Board of Directors shall recruit the Managing Director and the Directorate heads.
- ii. Recruitment of middle management staff will be delegated to the Managing Director and the Directors and ratified by the Board of Directors.
- iii. Recruitment for lower management and below will be the responsibility of the Managing Director.

All recruitment of staff will be based on Board of Directors approval of the staffing levels.

4.2.2 Recruitment procedure for senior management

The recruitment procedure shall incorporate the following steps:

- a) The Board of Directors and the Managing Director will identify the position which has become vacant. This may arise from resignation, retirement, transfer, promotion, dismissal or death of an employee, desertion or creation of a new post.
- b) A job description including the purpose of the job, the key responsibilities, the key skills required to perform the job and the key tasks shall be the basis for all recruitment.

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- c) The vacant posts of functional Directors shall be advertised externally in the daily newspapers with wide circulation and coverage. Internal employees will be encouraged to apply. Filling vacant positions will also be done through promotion at the Board of Directors' discretion.
- d) The candidate shall submit a written application and at least three (3) candidates for each position advertised shall be prepared and submitted to NCWSC by the appointed consultants/committee.
- e) Short-listed candidates shall be interviewed by the Board or the team of consultants appointed by the Board and the best candidate(s) shall be offered the job.

4.2.3 Recruitment procedure for middle management

- a) A job description including the purpose of the job, the key responsibilities, the key skills required to perform the job and the key tasks shall be the basis for all recruitment.
- b) The vacant position shall be advertised internally or externally or both, depending on the nature of the job. Suitable candidates shall be short listed by the short listing committee.
- c) Interviews of short-listed candidates will be carried out by the interviewing panel or consultants appointed by the Managing Director. The best candidate(s) shall be offered the job.

4.2.4 Recruitment procedure for Scale 6 and below

- a) A job description including the purpose of the job, the key responsibilities, the key skills required to perform the job and the key tasks shall be the basis for all recruitment.
- b) The vacant position shall be advertised internally for a period not less than two (2) weeks. Where no suitable candidates are found the same shall be advertised externally.

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- c) All qualifying employees shall be considered as per the competency framework and the job descriptions handbook. Staff deemed competent shall be recommended for the positions by their respective heads of department in consultation with the Director HR & Administrative Services.
- d) Suitable candidates shall be short listed by the short listing committee. The HR Manager shall then notify the candidates through formal communication two (2) weeks prior to the interview.
- e) A report of all applicants and short listed candidates shall be posted on all NCWSC notice boards.
- f) Interviews shall be conducted by the interviewing panel or a consultant appointed by the Managing Director.

4.3 Types of Appointment


All staff of NCWSC shall either be on permanent or contract employment. However, a need may arise where it will be necessary for the Company to engage staff on casual basis or on secondment.

4.3.1 Permanent Employment

Permanent staff shall remain employees of NCWSC as long as their services are required, performance is satisfactory and NCWSC has ability to pay for their services. This will cover employees in scale six (6) and below.

4.3.2 Contract employment

Managing Director, Functional Directors, Managers, Coordinators and Officers shall be employed on contract basis with each contract term running for a period of five years. The contracts may be renewed based on performance and for a period not exceeding two terms for the Managing director and functional directors, three terms for managers and for a period not exceeding four terms for coordinators and officers.

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All employees on contract will be paid **gratuity**, at the rate of 31% of the total basic salary received for each completed month of service or any other rate that may be determined by the Board of Directors. This shall be payable at the end of each completed year of service or on prorata basis at the time of exit. Employees who are members of pension fund will be paid from the employment gratuity.

NCWSC may engage any other cadre of staff on a specific contract period on terms and conditions of engagement to be determined by the Board of Directors in line with the Employment Act, 2007.

4.3.3 Project Contracts

Project Contracts are applicable to staff appointed for projects with specified life span. Such appointments have the same life span as the projects unless otherwise extended in writing. Such appointments shall not include disconnection and revenue collection, billing and meter reading, and water distribution.

4.3.4 Hiring of Casuals


The company will hire casual workers and pay them as per the wages guidelines stipulated by the Ministry of Labour and shall require that the hired casuals are not employed for more than three (3) months. Payment shall be as per Employment Act 2007 and the set wage rates including overtime.

4.3.5 Internship /Attachment

Staff on internship /Attachment will be paid stipend and will not be paid a salary and the number to be engaged at anyone time shall depend on the company's needs and ability to accommodate them in the relevant Departments/Directorates.

4.4 Staff Induction/Orientation

All new employees will undergo an induction programme as per the Company's induction handbook. Induction will include inculcating in employees NCWSC's values and philosophy, acquainting them with NCWSC's structure, activities, policies, procedures, rules and regulations.

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New employees must report to the Director of Human Resources and Administrative Service on their first day of work. This is to ensure that all forms necessary for employment are duly completed and signed. The main objectives of orientation are to:

- i. Assist staff in understanding the key requirements and context of their job
- ii. Enable staff to find and access the tools and resources they need.
- iii. Understand the Mission, Vision and Purpose and Core Values of NCWSC.
- iv. Develop working relationships with other staff.


Induction programme will include but not limited to:

- a. General orientation which will involve completion of relevant documentation, explanation of benefits, tour of office, information of office facilities, emergency procedures etc. The new staff will also have opportunity to review NCWSC's policies and procedures and will be issued with a copy of the Human resource manual for which she/he will sign in acceptance of the terms.
- b. Focused induction which will involve:
 - i. Procedures for use of office facilities such as telephone, telex, fax, computers and other equipment.
 - ii. Activities of all directorates.
 - iii. Office systems, procedures and reporting lines.
 - iv. Briefings with the Director of Human Resources and Administrative Services.

At the induction/orientation, all employees will have/ be given a personnel record sheet that should be completed and returned to the Director of Human Resources and Administrative Services. The record sheet will provide the NCWSC with personal details¹, and emergency contact numbers and will be retained in the personal file of the employee.

¹

The kind of personal details to be provided will be determined/reviewed by NCWSC from time to time

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It is important for each staff member to keep her/his records current. All changes, which might in any way affect the personal record, must be reported promptly to the Director of Human Resources and Administrative Services. Any changes in name, address, telephone number, dependants, and name of a contact in the event of an emergency should be submitted in writing to the Director of Human Resources and Administrative Services.

4.5 Letter of Appointment

All employees employed for over a month shall be given a letter of appointment (**see Appendix 1**)

The letter of appointment sets out the terms and conditions upon which an employee's employment contract is based.

By accepting the appointment, the staff member acknowledges that he/she has read and accepted conditions laid down in the letter of appointment. Should there be any changes in terms and conditions of employment, the employee will be advised of these in writing.


This shall be conducted in accordance with the Employment Act 2007

4.6 Job Descriptions

On appointment, each employee shall be provided with a job description indicating job title, who they will report to, who will report to them and their overall and detailed duties and responsibilities. They will be required to sign a copy of the job description as confirmation that they have read and understood what is expected from them.

4.7 Probation and confirmation of employment

All employees on permanent and contract terms of employment shall initially be placed on probation for a period of six months. The Management at their discretion may extend this period. Any officer who does not get a confirmation shall be given a one (1) month notice to terminate his/her employment.

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4.7.1 Pre-Confirmation Appraisal

A written evaluation will be carried out a month before the end of the probation period. The MD will be evaluated by the Board of Directors, and will, in turn, evaluate the heads of Directorates, who will, then, evaluate the rest of the staff in consultation with Director of Human Resources and Administrative Services.

Based on the evaluation, employment may be confirmed, discontinued or the probationary period extended. Where the evaluation proves positive, confirmation shall be in writing to coincide with the end of the probation period (see **Appendix 2**).

If employment is not confirmed, the employee, if not satisfied with the reasons given, has a right of appeal. The senior and middle management shall appeal to the Board of directors, while the rest shall appeal to the Managing Director.


The following conditions pertain to probationary status:

- i. Employment can be terminated by either party giving one (1) months' notice.
- ii. An employee on probation is not eligible for promotion.
- iii. A supervisor may request extension of probation if, in his/her judgement additional time is necessary to assess the employee's ability to perform the job.

4.7.2 Personal Records

NCWSC will maintain personal records for all employees. The information to be maintained will include:

- i. Letters of appointment and letters of acceptance of offer of appointment
- ii. Letters of confirmation in appointment
- iii. Letters adjusting salaries
- iv. Changes in incremental dates
- v. Changes in names or marital status
- vi. Declaration of next of kin

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- vii. Home address and telephone numbers (Any change of address or telephone number should be notified to the Director of Human Resources and Administrative Services). (**See Appendix 3**)
- viii. Staff performance appraisals
- ix. Disciplinary letters
- x. Copies of academic and professional certificates
- xi. Copies of birth certificates/birth notifications of an employee and his/her dependants, marriage certificates, affidavits e.t.c

4.8 Performance appraisal


4.8.1 Post-Confirmation appraisal

It is the policy of NCWSC to carry out performance appraisal bi-annually to monitor, review and improve performance of employees. Performance reviews shall be based on overall performance against the objectives/targets set for the respective period. NCWSC shall conduct 360 degree appraisals in order to increase objectivity and transparency in the process.

4.8.1.1 Purpose

The purpose of performance appraisal is to:

- i. Ensure NCWSC meets its organisational goals through careful management of its manpower resources.
- ii. Assessing the progress and results achieved during the appraisal period against set goals/objectives/action plans.
- iii. Identification of reasons why individuals have not achieved their goals/objectives.
- iv. Providing timely and honest feedback to employee.
- v. Identification of areas of improvements and training needs.
- vi. Providing important input for development programs, including on-the-job training and self-development.

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- vii. Ensure staffs are rewarded in terms of individual contributions to the achievement of NCWSC's goals.
- viii. Agreeing on future objectives/goals and action plans.

4.8.2 Performance Standards or Appraisal Criteria

Performance standards will be set for each job so as to have criteria for appraising staff for the purposes mentioned above. NCWSC shall establish staff appraisal criteria. The criteria may include the following agreed targets accomplished in the following areas;

- a. Operations
- b. Dynamic Indicators
- c. Service Delivery
- d. Financial stewardship and other non-financial indicators
- e. Quality of work/ quality of service
- f. Teamwork
- g. Innovativeness/ Creativity
- h. Communication skills
- i. Customer service focus
- j. Time management/staff development and empowerment
- k. Self-discipline/Integrity
- l. Diversity/ Work life Balance

The performance pass mark shall be at **65%** of the agreed target between the appraiser and appraisee. A performance appraisal score above 85% shall receive a commendation letter. Where the performance appraisal score is below 65%, an employee shall be expected to explain in writing reasons for performing below par. An employee whose performance appraisal score is below the set pass mark three times consecutively will be liable for disciplinary action.

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When setting performance targets for union officials on elective positions, the company shall consider their roles.

4.8.3 Preparing for the appraisal meeting

4.8.3.1 Appraiser:

The appraiser shall prepare on the following among others

- i. Set a suitable time and place to hold the appraisal meeting.
- ii. Give the employee a minimum of 5 days' notice for adequate preparation.
- iii. Provide appraisee with relevant documentation.
- iv. Review the previous year's assessment, paying attention to the objectives and action plans that were agreed.
- v. Make notes on issues to cover.


4.8.3.2 Appraisee

The appraisee shall prepare on the following among others

- i. Complete the bi annual appraisal tool
- ii. Be prepared to explain any shortcoming.
- iii. Make notes on any development/training needs requirements for better support/guidance, future objectives and anything else they may wish to raise.

4.8.4 Procedure

Every employee will be expected to complete a self-assessment questionnaire to assess his/her own performance, achievement and progress. The employee will make note of any development / training needs. See Appraisal instrument on **Appendix 4**. The instrument may be revised from time to time by Management as the need arises.

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The employee will forward the completed form to the supervisor for his/her input.

Once the appraiser has completed the review of the appraisee's performance form, he/she will meet with the staff concerned to discuss performance over the review period.

The review offers an opportunity for both the staff member(s) and his or her supervisor(s) to discuss work performance during the appraisal period. The discussion will include both areas of strength and those areas needing improvement - and to devise strategies for improved performance, to consider plans for professional development, and to discuss any other matters relating to the job and the work environment including development of the next appraisal period targets, objectives and action plan.

After the appraisal meeting, it is necessary for the staff being appraised to sign the appraisal form, indicating that the appraisal has been explained, discussed with him/her and that staff agrees with the appraisal. If the staff does not agree with the appraisal, he/she is free to request for a similar appraisal to be done by a higher authority.


4.8.5 Types of Performance appraisal

The staff performance appraisal may be carried out in respect of the following situations:

- i. Probation evaluation for new employees
- ii. Bi-annual appraisal
- iii. Annual staff appraisal

4.8.6 Appraisal Records

Appraisal reports for all staff from middle management grade and below will be maintained in the individual's personal file kept by the Director of Human Resources and Administrative Services. Appraisal reports for the Functional Directors shall be maintained by the Managing Director. The Heads of Department shall give a feedback on appraisals conducted on staff under their jurisdiction indicating their

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performance scores, commending them for any achievements and pin pointing areas which require improvements.

4.9 Compensation policy

It is NCWSC's policy to provide a fair and equitable pay to employees based on best local market practices and individual performance in order to attract, motivate and retain committed and competent employees required in accomplishing the business mission.

To achieve the above, NCWSC will ensure that its remunerations structure is based on the following principles:


- i. Practices within local comparable organisations and the labour market through salary surveys.
- ii. Regular performance appraisal of staff
- iii. Equity - guided by the company staff grading structure.

4.9.1 Salary Structure

NCWSC will provide salaries to staff according to the existing salary structure(s). The salary structure(s) for the permanent and pension able staff shall be negotiated between the recognised union and the Company. Salaries for employees on contract shall be negotiated with, and determined by the Board of Directors.

4.9.2 Salary payment

Every employee shall be paid a salary at the end of each month. Salaries payable will be in accordance with the letter of offer and within the approved salary structure. The company will endeavour to ensure that salaries reach individual bank accounts on or before the 28th of every month. Deductions for income tax and other statutory deductions in accordance with the Kenyan law shall be made from the salary before it is paid and these shall be shown clearly on the pay slips, issued together with the salary.

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Any other deductions such as employee's personal insurance premiums and co-operative society deductions which NCWSC may agree to deduct and pay to those firms on behalf of NCWSC staff shall be paid alongside the salaries. Such deductions should not exceed 2/3 of regular consolidated pay.

4.9.3 Annual salary increments

Salary increments shall take effect every first of July of the subsequent year as determined by the salary structure. However an officer engaged, promoted or demoted after 31st March in any year shall not be granted an increment on the 1st July of that year.

4.9.4 Unionisable staff


It is the company's policy to allow employees to join a union of their choice. All unionisable staff salary increments will be governed by the Collective Bargaining Agreement (CBA) which will be signed between the company and the recognised workers' union. However, the staff will be placed in the salary scale appropriate to the designation of the post as set in the salary scale for the company.

4.9.5 Changes in Terms and Conditions of Employment

Any changes in terms or conditions of employment will be communicated in writing to employees within thirty (30) days by the Director of Human Resource and Administrative Services. Such changes may include:

- i. Adjustment in salary
- ii. Change of job title
- iii. Change of location of employment
- iv. Change to part time or full time
- v. Promotion
- vi. A combination of the above.

The written amendments of employment will include details of the amendments, date on which the amendment was effective and confirmation that the amendment has been accepted/received by the employee.

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4.10 Promotions and advancement

4.10.1 Introduction

Promotion and advancement of Staff is an aspect of staff development which arises from proper and objective assessment of work Performance. It is the policy of NCWSC to promote staff based on merit and performance.


4.10.2 Promotion/Advancement procedure

Promotion involves the advancement of an employee from one job category (rank) to another with more responsibility and authority. Promotion occurs when vacancies exist and the appointing authority fills the vacant position by appointing an employee already serving in the organisation in a lower grade. Promotion is based on evaluation of current performance and of the staff member's demonstrated potential for further responsibility.

For NCWSC, promotion will occur when a person is elevated to a more senior level post, which has fallen vacant or is newly created with the approval of the Board of Directors. Such an elevation or appointment will be based on the recognition of the employee's good and exemplary performance in her /his current post and her /his ability to perform higher duties and responsibilities. This will be determined through assessment and appraisal reports.

The following procedures will be followed:

- i. The decision to fill a vacant post by promotion or by direct recruitment from the open labour market vests in the Managing Director.
- ii. In the event of a post falling vacant and management hold the view that such a vacancy should be filled internally, all deserving employees should be recommended to the Managing Director.

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- iii. The recommendations should include a write up on the employees' performance over a period of time. This should be supported by performance appraisal report.
- iv. The reports on all employees will be discussed and using an agreed criteria, each employee will be considered in order to arrive at the preferred candidate.
- v. The recommendation should be based on performance, merit, experience and actual skills and competencies
- vi. An officer promoted to a higher grade shall be placed at two (2) increments higher than his or her salary level prior to the promotion or at the minimum of the higher scale whichever is greater.
- vii. Those selected for promotions will be notified and given details of their new responsibilities.

4.10.3 Working Hours


The normal working hours for all employees other than security assistants shall be forty (40) hours spread over five days each week. During those hours, the staff will at all times devote their time and ability to perform the duties as specified.

Working hours for security assistants shall be sixty (60) hours spread over six days per week.

However, the nature of NCWSC's activities may necessitate attending work at times other than those specified. Flexible work times may be scheduled to allow staff members participate in training and development activities or attend to pressing issues and tight deadlines.

4.11 Shift working

Depending on the nature of work of the company, employees will be required to work on shift of eight hours including Saturdays, Sundays and public holidays . Saturdays and Sundays are normal working hours for the shift workers. The company shall recognize and compensate staff for work done beyond normal working hours. Any shift worker who works over the stipulated forty (40) hours will be entitled for overtime.

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4.12 Overtime

It is NCWSC's policy to compensate members of staff for hours worked in excess of those specified in their letters of contract or letter of appointment, as may be developed within NCWSC and approved by the Board of Directors from time to time. This may take the form of payments in cash at the approved rates. Alternatively, time off may be granted in lieu of overtime worked. Overtime will be paid at the rate applicable at the time it was earned in accordance to Kenya labour laws or as may be agreed. Staff members on call/standby shall be entitled to an overtime of 25% of the period on standby.


Overtime worked should be authorised in advance by the supervisor. Overtime should not normally exceed 12 hours in a week unless the head of the Department/Station has so authorised. Time sheets must be completed for any extra hours worked and approved by the head of the department and Director Human Resource and Administrative Services before being submitted to Finance for payment.

Employees who are in management grade and above shall not be entitled to claim overtime. However, they may be granted compensatory leave upon approval by the respective Head of Department or Director.

4.12.1 Overtime rates


Overtime will be paid at the following rates:

- For time worked in excess of the normal number of hours per week, one and half (1½) the normal hourly rate.
- In case of time worked on employee's normal rest day or gazetted public holiday, the rate will be twice the normal hourly basic rate.

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4.13 Duty Station

The duty station is any designated company station. An employee can be deployed to work in any of the company's stations as long as they possess the skills required for the operations carried to be carried out in such a station.

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SECTION 5: PUBLIC HOLIDAYS AND LEAVE REGULATIONS

5.1 Public and religious holidays

NCWSC recognizes all gazetted holidays. All staff members shall be entitled to all officially gazetted holidays with pay. However, due to nature of work of NCWSC, some members of staff will be required to perform certain duties on such days. In this regard, staff working on such days will be compensated at a rate to be determined. (The standard for public holiday and rest day is double time while the other overtime during the week is paid at time and half).

Where a gazetted holiday falls during an employee's annual leave, an additional day will be allowed in lieu.


5.2 Leave

All leave shall be applied for in the form provided. (*See Appendix 5*)

5.2.1 Annual Leave

All permanent and contract employees will be entitled to annual leave for every complete working year. All staffs are entitled to 30 working days. An employee must always seek approval in writing from their immediate supervisor at least one month in advance of taking annual leave. This notice period may be varied depending on work commitments.

All employees should normally take their full leave entitlement within the year it is earned. However, employees may carry forward up-to to a maximum of 10 days. Any unused leave beyond the 10 days will be forfeited unless the employee has written consent of NCWSC to carry forward any unused part of his/her leave entitlement to a subsequent year. Similarly, no employee will take more annual leave days than they are entitled to within the leave year. For senior management leave may be taken in piecemeal basis within the leave year.

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An employee shall be entitled to at least two (2) weeks of uninterrupted leave. The uninterrupted part of the annual leave with pay shall be granted and taken during the leave year and the remainder of the annual leave with pay shall be taken not later than eighteen months from the end of the leave year being the period in which the leave entitlement arose. Any leave not taken within the eighteen (18) months will be forfeited.

5.2.1.1 Cancellation of approved leave

Leave may be cancelled in writing due to the exigencies of the service. Where leave is cancelled or an employee is not allowed to go on leave in any leave year the employee will be allowed to carry over the days to the following year. Before commencing leave an employee must ensure that they hand over their work. An employee may not extend the period of leave without obtaining written authority from NCWSC.


5.2.1.2 Payment in lieu of leave

NCWSC considers annual leave to be essential to employees' wellbeing and no payment will be made in lieu of outstanding leave entitlement unless the employee is leaving NCWSC.

When leaving NCWSC, it is at the discretion of the staff member's manager or MD whether outstanding leave is taken during the period of notice or converted into cash payment. Payment for leave accrued and not taken will be calculated at a rate based on current salary and working days in a year. If an employee will have exceeded his leave entitlement at the point of leaving, then a deduction will be made from final salary payment on the same basis.

5.2.2 Compassionate Leave

In case an employee has exhausted his /her leave days, he/she will be granted up to a maximum of 15 days compassionate leave with full pay per year.

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5.2.3 Sick Leave

If an employee is unable to work due to illness, he/she should notify the supervisor by telephone as soon as possible. If he/she is away for more than two working days due to illness, he/she should obtain a medical certificate from a recognised medical doctor and submit it to the head of department and/or Director of Human Resources and Administrative Services within 48 hours.

Except in the case of an emergency, a staff member who has to visit a doctor, dentist, or other health care provider during office hours shall obtain prior approval of the visit from her/his immediate supervisor. Entitlement to paid sick leave shall be in accordance with each employee's employment contract with NCWSC. Injury incurred during the course of work must be reported within 24 hours to the head of department and/or Director of Human Resources and Administrative Services.


For long periods of illness, an employee will continue to receive full pay for the first three months and thereafter half pay for another three months per each year. If after a period of six months an employee continues to be ill or unable to work, NCWSC will reserve the right to seek a medical opinion from an appointed doctor. This could result to a recommendation for discharge or retirement on medical grounds

5.2.4 Maternity Leave/ Paternity Leave

5.2.4.1 Maternity leave

A female employee shall be entitled to three calendar months maternity leave with full pay in addition to her annual leave and will be required to give not less than seven days' notice in advance or a shorter period as may be reasonable in the circumstances of her intention to proceed on maternity leave on a specific date and to return to work thereafter.


5.2.4.2 Paternity leave

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A male employee upon request shall be entitled to two weeks paternity leave with full pay whenever his legal spouse delivers a baby(proof of birth mandatory), in order to assist such spouse and the new baby. To qualify for such a leave, the company will only recognize one wife whose proof will be required and the leave shall be taken within thirty (30) days from the date of delivery by the wife.

5.2.5 Unpaid Leave

In exceptional circumstances, the Director of Human Resources Administrative Services with the approval of the Managing Director may grant an employee who has exhausted annual leave, unpaid leave for a period not exceeding fifty (50) calendar days.

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SECTION 6: BENEFITS AND ALLOWANCES

6.1 Housing allowance

NCWSC shall give a proportion of pay as housing allowance for all employees. The house allowance rates are as stated in CBA for unionisable staff and approved by Board of Director for Management staff.

6.2 Housing policy

It is the policy of NCWSC to house some staff who due to their nature of work will need to be housed within duty stations. The staff will be entitled for free unfurnished house and he/she will be responsible for lighting and water charges and they will be entitled to full house allowance. The duty houses are therefore categorised as follows:

Free fully furnished duty houses - these houses shall only be occupied by members of staff who are on emergency shift duties and while on duty, they shall not be required to pay rent towards their occupation and will be provided with meals while carrying out their duties.


Normal duty houses - these shall be occupied by members of staff, and they shall be liable to pay rent for them based on the market value at the time of occupation. Payment for utility services such as water and electricity shall be the responsibility of the employees occupying such houses.

6.2.1 Maintenance

The staff will be expected to undertake minor repairs such replacement of the broken items in the house. The company will undertake all major works such as alterations, extensions etc.

6.2.2 Alterations

The staff will not be allowed to make any alterations to the house, but should ensure that the house is well maintained at the time of occupation and leave it in a reasonable state when vacating the house.

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6.2.3 Inspection

The company will carry out inspections on its property at least once a year. The staff occupying the houses will be informed in advance of such inspections so that they can allow the inspector to inspect the house.

6.2.4 Utility charge

The staff will be required to pay for all the utilities.

6.2.5 Valuations

All the houses will be valued at market rate for the purposes of computing rent.


6.2.6 Vacating the house

If an employee ceases to be a staff member of the NCWSC or is transferred to another station, he/she will be required to vacate the house at within three months. The staff vacating the house will be cleared by the Human Resources and Administrative Officer to whom they will hand over the keys and will inspect the house to ensure that the house is in reasonable state.

6.3 Acting allowance

An allowance shall be paid to an employee when the employee has been appointed to act in an office higher than his/her substantive office by the Director of Human Resources and Administrative Services in consultation with the heads of Departments/directorates within which the appointment is made. The acting appointment must last for at least thirty (30) consecutive days to qualify for an acting allowance. An employee who is appointed by the MD/DHRAS to act upon a vacant post will be required to act upon such a post for maximum period of six (6) months or as determined by appointing authority. Such appointment shall be in writing.

The acting allowance will be in the form of non-pensionable salary increase of up to 25% of the staff member's basic salary or an acting allowance equivalent to the difference between his/ her own salary and

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the minimum salary of the post upon which he/she is acting, whichever is higher for the period in which the duties of higher-level post are assumed.

An officer will qualify for special duty allowance when such an officer is not qualified to be appointed to act on a higher post but is nevertheless called upon to perform the duties on the higher post, either in full or in a part for a limited period of time, not less than 30 days.


The special duty allowance payable in each case will be determined in the light of the higher responsibility assumed by an officer and the difference between the officers' basic salary and the minimum salary of the higher post. The amount will be assessed as 2/3 of the difference or 20% of his/her basic salary whichever is higher. This will be paid to officers appointed to perform duties at higher positions but lack the minimum qualifications to be confirmed in these positions

In appointing an employee to act in a vacant post, the appointing authority shall put in consideration the relevant personal qualifications, competence, and seniority. The acting of an officer shall be recommended by the immediate supervisor to the head of department in a prescribed acting form. No acting shall commence before the acting form is dully filled and appointment letter issued by DHRAS. Appendix 6

An officer on managerial grade appointed to act in higher post will be eligible for the duration of his acting appointment for subsistence allowance at the rates applicable to the to the minimum salary grade assigned to the higher post provided the duration of such acting appointment is more than 30 days, however, the official will not qualify for house allowance or other remunerative allowances assigned to the higher post.

There shall be two (2) types of allowances that will be payable to an acting member of staff:

- a. Special Duty Allowance - Payable where an employee is not qualified to be appointed to act on a higher post but is nevertheless called upon to perform the duties on the higher post, either in full or in a part for a limited period of time, not less than 30 days subject to approval by the Managing Director.

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- b. Normal Acting Allowance - Payable where an employee is acting in a position that is a grade higher than his current grade.

However, the Board of Directors shall be responsible for appointing staff to act in a Functional Directors' and Managing Directors' posts. A unionisable employee appointed to act in a higher position will not qualify for overtime payment.

6.4 Medical and Insurance Related Benefits

6.4.1 Medical Check ups

The Company shall provide for medical check-up at its cost to all staff working in Sewer Section, plants and dams, riders, welders, chemical handlers and any other group that may be identified from time to time. The medical check-up will be done bi-annually by qualified medical practitioner(s) or institution selected by the Company as per OSHA.

6.4.2 Group Personal Accident Insurance/Life


The NCWSC shall take Group personal accident insurance cover for all employees in case of accident, injury, permanent disability or death.

6.4.3 Medical Scheme

All members of staff on permanent and contract terms of employment are entitled to a medical scheme as per CBA/approved by the Board. The scheme shall specify any other conditions of eligibility and procedures to be followed when submitting claims.

6.5 Salary Advance

The Company may grant salary advance within three days of application in emergency cases provided the employee is in a position to pay and has no existing advance outstanding. The amount granted shall be recoverable within twelve (12) months in equal instalments. Any salary advance beyond three months shall attract interest as per the Kenya Revenue Authority guidelines.

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6.6 Salary deductions

The company shall at all times ensure that an employee's total monthly deduction do not exceed two thirds of his/her regular gross salary. Overtime and other allowances shall not be used to compute ones eligibility for loans and other deductions to be processed.

6.7 Loans

NCWSC shall arrange with financial institutions and facilitate staff for loans depending on the ability of staff to repay the loans within the stipulated period. Details of available loan scheme will be communicated by Human Resources and Administration office. These will only be availed to staff who shall provide collateral for the loans.

6.8 Travel Expenses

It is the policy of NCWSC to meet all business related travel expenses. All official travel is not valid until the travel request has been signed and approved. For the MD, the Chairman of Board will approve the internal/external travel, for heads of Directorates/departments, the MD will approve while for those below will be approved by heads of departments.


Each staff member going on safari should submit his/her travel allowance/advance request to Finance Director before commencement of travel.

6.8.1 Types of Travel Expenses

Travel expenses, which shall be paid or reimbursed by NCWSC, include:

- i. Transport Expenses (Air fare or bus fare as applicable)
- ii. Miscellaneous travel expenses, for example, airport transfers, visa fees, etc.

For all official travel by air, NCWSC staff members shall:

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- i. Be provided with economy class transportation, or business class if travel is over (6) six hours non-stop flight. However, travel with business class shall be subject to approval of the Managing Director.
- ii. Use the most direct and economical route.
- iii. Have their tickets purchased by the NCWSC in advance of the actual travel or where circumstances so require, the member shall purchase the ticket and get a refund upon presentation of the used ticket to the NCWSC finance office. The refund will be based on the actual amount paid but will not exceed the cost of the most direct route that NCWSC would have paid had they obtained the ticket.

6.8.2 Mileage allowance


Employees who use their personal cars for justified NCWSC business shall be paid mileage allowance at the prevailing AA rates. The mileage allowance is only claimable for a radius beyond 30kms from the City Centre/station for those members of staff stationed in Nairobi and outer station respectively. Approval to use personal cars will be sought from the Managing Director.

6.9 Per-diem allowance

A per-diem allowance shall be paid to an employee who is away on official duty from their duty station and is not expected to be back the same day. For official duties outside Kenya, Government Approved accommodation and subsistence allowance rates will apply aligned to the job grades. Any employee on per-diem or subsistence allowance shall not be entitled to claim overtime on the same days.

6.10 Clothing Allowance.

Clothing allowance of kshs. 30,000 will be paid to staff on official duties in countries that are considered to be having extreme weather conditions e.g. Europe, USA, Britain Canada, Australia, temperate countries of Africa and Asia. This allowance will be paid once in two years.

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On international subsistence allowance payment shall be based on the number of days an officer is out of Kenya (inclusive of days of travel). While local per diem shall be based on the nights an officer is out of his/her station of duty. NCWSC will apply the Government Approved rates for subsistence and accommodation when travelling outside Kenya for official visit.

6.11 Meal Allowance


An employee will be entitled to claim a daily allowance when he/she is absent from his/her station and travelling on duty within Kenya for a period of six (6) hours or more in any one day although he/she returns to his/her stations the same night. Breakfast shall be paid at the rate of 8 % while Lunch and dinner shall each be paid at the rate of 15 % of approved per-diem rate respectively. In the event that employees in salary scale six and below work overnight and are not on shift, they are entitled to an allowance equivalent to their per diem. Management employees working overnight shall be entitled to an allowance of 50% of their per diem.

In the event that an employee leaves his/her work station before 8.00 am, he/she will be entitled to a lunch allowance. However, where a member of staff is attending a fully paid for function, the lunch allowance will not be payable. An employee will also not be entitled to claim overtime after being paid a night out allowance.

6.12 Out of pocket allowance

The company shall pay an out of pocket allowance where an employee attends a full board paid official function. The out of pocket allowance is to cater for personal expenses such as laundry, telephone and other personal needs for the duration. The rate shall be 25% of per diem allowance.

However, employees who have been appointed to participate in committees/task force pertaining to policy formulation issues of the company shall be paid 50% of their per diem or ten thousand shillings whichever is higher.

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6.13 Entertainment allowance

The company shall pay an entertainment allowance to the Managing Director, Functional Directors and Managers of the Company in accordance with rates determined by the Board of Directors from time to time.

6.14 Club Membership

The company shall pay club membership for the Managing Director, Functional Directors and Managers of the Company as the Board of Directors may approve from time to time. The membership shall be categorised as per the salary level.

6.15 Annual Subscription to Professional Bodies

In order to encourage staff to keep abreast of issues, the company shall pay annual subscriptions to professional bodies for all technical and professional staff.

6.16 Utility allowance


The company shall pay a utility allowance to the Managing Director, Functional Directors and the Managers at the rates approved by the Board of Directors and may be reviewed from time to time.

6.17 Transport to work

It is the responsibility of the staff member to be at his appointed place of work at the prescribed starting time each day. The company does not undertake to provide transport to work from employee's home but where in the interest of efficiency it is considered necessary to provide such transport, the head of departments may make suitable arrangements with the Administration and logistics department.

6.18 Leave Allowance

The Company shall pay a leave allowance to all employees on commencement of their annual leave at rates specified in the CBA or as approved by the Board of Directors. An employee whose leave is declined/cancelled in writing by Management due to exigency of duty shall be entitled for payment of his/her leave allowance.

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6.19 Computation Pay in Lieu of Leave

Where an employee is not allowed to proceed on leave due to exigencies of work, he/she shall be allowed to convert his/her leave to cash. This provision will apply where leave is postponed for a period longer than one year after the expiry of a calendar year in which the leave was earned. Such postponement must be approved by the Managing Director.

The computation of pay in lieu of leave days shall be based on the following formula:

$$\frac{[\text{Annual Salary} \times \text{No of leave days accumulated}]/\text{No. of working days p.a}}{[\text{Number of working days in the year}]}$$

6.20 Field Allowance


Employees who work in the field e.g. those supervising projects far from their station shall be entitled to payment of full per diem as a field allowance for the first thirty (30) days and 50% of per diem beyond the thirty (30) days and up to six months. Where the initial project time is more than six months, an employee shall be transferred to the station where the project is taking place for period of the project. However, where the employee is housed, he/she shall only be paid meal allowances. This allowance will only be payable when a member of staff is beyond a radius of forty (40) Kms from his/her normal duty station.

6.21 Responsibility Allowance

The company shall pay responsibility allowance to the station head for; Ng'ethu, Sasumua, Ruiru and Thika Dam or any other Officer as may be approved by the Board of Directors.

6.22 Provident Fund /Pension Scheme

Provident fund/pension scheme are established by or on behalf of an employer with the principle objective of providing employees on retirement or their dependants on the death of those employees. NCWSC will sponsor a pension/provident fund scheme that will be governed by the rules and regulations governing such Fund/Scheme. Employees shall be eligible to be a member of one scheme at a time.

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6.23 Time Limit on Claims

The company shall not process any Human resource related claims e.g. overtime and other allowances submitted beyond three (3) months from the date of occurrence.

6.24 Baggage Allowance

- a) An employee exiting from the Company's service at the official age of retirement, on medical grounds or declared redundant or death will be entitled to a baggage allowance as per the CBA or as approved by Board of Directors to assist him/her ferry his/her households to his /her rural home.
- b) An employee travelling on first appointment shall be eligible for baggage allowance based on payment per Kilo meter covered as per the AA Kenya approved rates per kilometre travelled from the new employee's last address to the company's town of location.

6.25 Transfer allowance


An employee on transfer will be paid transfer allowance equivalent to one (1) month's basic salary. This transfer allowance will only be payable to those transferred to the following water sources, Sasumua Dam, Ngethu water treatment works, Thika dam and Ruiru dam from Nairobi and vice versa or from one outer station to another.

6.26 Commuter /Fuel Allowance

The Company shall undertake to pay commuter allowance to all employees in salary scale six and below as per the CBA and fuel allowance to management staff as approved by the Board of Directors. This is geared towards enhancing efficiency and motivation of the employees.

6.27 Welfare

The company may where possible purchase courtesy buses for use by the employees for welfare purposes

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6.27.1 Medallion Allowance

An employee leaving the services of the company, not on the account of discipline shall be paid medallion allowance at the rate specified by the Board of Directors or CBA for the time being in force.

6.27.2 Non-Practicing Allowance

Employees registered with recognized professional bodies instituted by an Act of parliament and are required to be in possession of practicing certificates to carry out their duties shall be paid non practicing allowance as approved by the Board of Directors or CBA as applicable. These includes Legal officers ,Engineers ,Accountants and Human Resources Practitioners. The allowance shall only be paid in cases where the officers concerned are dully registered by the relevant professional body and do not run private companies or law firm to compensate them for the loss of that privilege.

6.27.3 Risk Allowance


Employees working in risky environment shall be paid risk allowance as approved by the Board of Directors or CBA for the time being in force. These employees include cash handling employees, riders, chemical handlers, sewer personnel, transmission team.

6.27.4 Ex-gratia Assistance

The Managing Director with approval of the Board of Directors may approve ex-gratis assistance to an employee for proven emergency occurrences beyond the employee's capacity/medical cover with respect to hospitalization and critical associated emergencies.

All claims for ex-gratia assistance shall be handled by the Managing Director on advice of the Director Human Resource & Admin services. In dealing with such cases the accounting officer shall ensure that all the relevant supporting documents including the officer's explanation of the emergency circumstances are provided and critically analysed for authenticity.


Any mischief on the request for ex-gratia assistance shall warrant appropriate disciplinary measures.

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Where an officer has private insurance cover, the company may assist on the balance that is not sorted out by the insurance scheme.

6.27.5 Extraneous allowance

Where an employee is called upon to perform additional role beyond his job family he/she shall be paid an extraneous allowance not exceeding 25% of basic pay. For an employee to qualify the HOD shall recommend payment for approval and the officer must perform the duties for a period not less than 30 calendar days.

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SECTION 7: TRAINING AND DEVELOPMENT


7.1 Introduction

NCWSC recognizes that its most important asset is competent and well-motivated staff members. Careful recruitment and the provision of competitive salaries and benefits are part of ensuring that NCWSC can attract and retain the appropriate calibre of staff members. In addition, NCWSC recognizes that staff members have a need, while in service, for continuing development of their technical skills and need to be involved in the development and improvement of NCWSC as a whole.

In light of the above, it is the policy of NCWSC to continually upgrade core competences, knowledge, skills and attitude of staff with an aim of addressing identified performance gaps. NCWSC Director of Human Resources and Administrative Services supported by Human Resources Manager (HRM) will assume overall responsibility for establishing a staff Training Programme which best serves NCWSC's corporate, departmental and individual needs. The HRM will assist the Director of Human Resources and Administrative Services in coordinating, planning and monitoring the implementation of the Training Programme.

In pursuit of these policies, NCWSC shall develop and implement an organization funded Staff Development and Training Programme comprising of:

- i. Orientation/induction Programme.
- ii. On-the-job development.
- iii. Self-development.
- iv. Staff training/external programmes
- v. Management Trainees.
- vi. Skills upgrading Programmes

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7.2 Orientation and Induction

All newly recruited employees shall be oriented and inducted within three months of joining the company as per the *induction handbook*.

Employee transferred to new duty stations shall be oriented within the first two weeks of reporting.

7.3 On-the-Job Development


On the job development is a very important element to staff member's growth and development. All heads of Departments/units have a duty and responsibility to assist in the on-the-job development of all staff under them. On-the-job development can occur through:

- i. Assignment of an employee on jobs, tasks or assignments.
- ii. Interaction between seniors and staff throughout an assignment by coaching, consulting, critiquing, evaluation, leading (by example) etc.
- iii. Review and evaluation at periodic performance appraisal and counselling interviews.
- iv. Job rotation within the same job families

7.3.1 Self Development

It is the policy of NCWSC to encourage staff to pursue self-development activities on a personal basis or through the organization. NCWSC will encourage its employees to be literate, keep up with the ever-changing legal/regulatory, physical, social, economic or political environments. However, staff will also be encouraged to take their own initiative on self-development such as active participation in professional organizations, reading relevant current professional literature, participating and presenting papers in conferences, seminars and workshops.

The company shall offer paid study leave and sponsorship for the staff attending Technical trainings identified by the company through Corporate Training committee and approved by the Board of Directors which have been identified by the company to be relevant and beneficial in middle level colleges recognised by the Ministry of Education and Commission of Higher Learning.

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The Company will also endeavour to sponsor at least 2 members of staff for postgraduate courses in areas of research relevant to the company's business as identified by the Corporate Training Committee.

Where an employee has developed him/herself in a specific relevant professional field from a recognized institution of learning and presented the relevant document for a course exceeding six (6) months, he/she shall be awarded a one level salary increment provided that the training was not to meet the minimum qualification for the position held. A list of accredited learning institutions as approved by the Government of Kenya can be obtained from the office of Human Resource.

Where an employee has taken the initiative to train him/herself in order to meet the minimum qualification for the position held, he/she will be awarded a salary increment to match the qualification as per the salary structure.


7.3.2 External Training Programme

Like the self and on-the-job development, formal training is a very important element to the success of NCWSC's operations and survival.

Employees will be encouraged and supported to pursue external training, including exams, relevant to their areas of specialization. These external training programmes will be based on results of staff performance evaluations and training needs assessments, and must, as a rule, be such as are expected to contribute to enhanced productivity in NCWSC work. Such training should not exceed six (6) months.

Where the training exceeds six (6) months, an employee will be eligible for 75% of his/her basic salary and will be required to enter into a formal agreement binding him or her to serve in the company for a period specified by the Board of Directors from time to time.

The company shall provide an insurance cover for training outside the country, for company sponsored training for the duration of the training.

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Where an employee is self-sponsored for a course exceeding six (6) months, the employee shall take unpaid leave for the period not exceeding eighteen (18) months. If the course is relevant to the company, the employee shall be bonded and the position retained until return of the employee. If the training is not relevant, then bonding will not be necessary and the position shall not be retained for the employee.

7.4 Management Trainees

The company attaches a lot of value on the development of fresh graduates as a strategy for achieving a smooth succession within establishment. Recruitment and specialization of management trainees shall be based on approved posts on establishment, which these Trainees will eventually occupy on the successful completion of their training period. The budget for the trainees, will however be included in the Training budget for the intended financial year of recruitment. The duration for such trainings will be one and half years

7.5 Skill Up-Grading Programmes


Subject to identified needs, the company will conduct skills up-grading with a view to enhancing competence of skilled and semi-skilled employees. Such programmes will be conducted both internally and in external institutions according to the requirements of a particular grade.

7.6 The training and development process

To conduct meaningful training and achieve benefits, the NCWSC will adopt the training process outlined below.

7.6.1 Identify training needs

It is the responsibility of the head of directorates/departments to clearly define their training needs. The Director of Human Resources and Administrative Services shall compile an overall plan for the company, seek for approval and circulate the approved training plan to the directorates/ departments.

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Workshops, seminars and conferences relevant to the company shall be excluded from the training plan however the company shall undertake to sponsor Functional Directors and Managers to attend local and International seminars, conferences and workshops which are considered relevant to the business of the company

While compiling the overall plan, the DHRA will take into consideration overall company and departmental objectives and the related tasks that need to be carried out to accomplish them. This involves analysis of the corporate needs, departmental needs and individual competencies that need to be developed and attitudes that need to be improved. This will involve reviewing competency levels of current job-holders to determine which competencies exist and those lacking. This will also be facilitated by information drawn from the performance appraisal process. (see guidelines on performance appraisal).

Note:


Training must be targeted towards an identified and confirmed need at the company, department or individual level.

It is the responsibility of the head of directorates/departments to clearly define their training needs. The Director of Human Resources and Administrative Services shall compile an overall plan for the company, seek for approval and circulate the approved training plan to the directorates/ departments. Workshops, seminars and conferences relevant to the company shall be excluded from the training plan but will be considered as appropriate.

Where it is a requirement by a professional body that a member attains continuous development points (CDP), the company will consider sponsorship.

7.6.2 Define the objectives of training

The objectives of the training should be towards bridging the skills gaps identified, and developing competencies required. Objectives should define not only what need to be learnt, but also what learners

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will be capable of doing after the training programme. This information can be drawn from the job specifications, descriptions and appraisals for each employee.

7.6.3 Plan and implement the training programme


It is critical that planning of training is conducted in a manner that will not disrupt day to day work. This involves determining:

- i. Budget for the training.
- ii. The timing of the training.
- iii. The source of funding.
- iv. The trainer (s).
- v. Re- scheduling work, appropriate release and administrative procedures.
- vi. Fairness, Relevance & Equity
- vii. Justification.
- viii. Expected output.
- ix. Objectives.
- x. Appropriate method of training

7.6.4 Evaluate training

The effectiveness of training should be monitored and assessed to determine the extent to which the training objectives have been achieved. Evaluation shall be carried out by the human resource and administration department in collaboration with departmental/ sectional heads.

The effectiveness of training should be monitored and assessed to determine the extent to which the training objectives have been achieved. Evaluation shall be carried out by the immediate supervisor in collaboration with Departmental heads within six months after the training and a report on the evaluation be forwarded to DHRAS within two weeks.(attach evaluation criteria).

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7.6.5 Sharing of Training Knowledge and Payment for Training

An employee who has attended training shall be required to share information learnt through training report to the DHRA for record keeping and reference to the Corporate Training Committee for analysis and follow up.

For all Company sponsored training, the Company shall meet all related costs. Where the training sponsored by the company is examinable, an employee shall be required to refund the tuition fee in case of failure. For self-sponsored pre-approved training by the Corporate Training Committee, the Company shall reimburse 50% of tuition and exam fee subject to the employee successfully completing the course by submission of a valid certificate. This will apply to professional courses only not academic.

7.7 Corporate Training committee


The management and coordination of training activities will be the responsibility of the Human Resources department. The training is intended to equip the employees with relevant knowledge, skills, and attitudes that will enable them to deliver quality services. The company shall establish a corporate training committee whose functions will be as hereunder;

- a) To approve the corporate training plan, this must include all cadre of employees in the organization.
- b) To control and monitor the Corporate Training budget to support the plan.
- c) To ensure that the planned training and development supports the overall corporate objectives and goals.
- d) To implement the Corporate Training Plan for the financial year under review by recommending attendance to the MD for approval
- e) Monitor and evaluate the effectiveness of trainings undertaken

7.7.1 Membership of the CTC

The following shall be the members of the Corporate Training Committee.

- a) Director Finance and Strategy Management

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- b) Director Human Resource and Administration
- c) 2 managers from Technical & HR Directorate
- d) 1 Coordinator from HR Department
- e) 1 staff representative

7.8 Reports on Performance of employees on training

The company shall seek reports from the training institutions on the performance of employees attending training either through company sponsorship or self-sponsorship. Should an employee fail in the proscribed final tests or examinations for part or whole training the company shall immediately withdraw sponsorship. Once an employee is withdrawn from training, he will not be sponsored by the company for the tests or examinations he had failed on the subsequent stages of the training before passing previous failed tests or examinations at his /her cost.


In the event that the employee repeats a test or examination as a private candidate, the company shall not bear any expenses related to the same. The performance of an employee following training will also form a basis of his performance appraisal report.

7.9 Bonding


To ensure that the company benefits adequately from the skills acquired by employees who have undergone training through company sponsorship, the company will enter into a formal agreement with the serving employee who attend courses of training binding them to serve in the company for an equivalent of the training period or minimum of 3 years whichever is lower. There will be no automatic promotion upon successful completion of a training programme.

7.10 Examination Leave

The Company recognises the need for staff to study and acquire relevant skills in areas of their fields and therefore in order to assist staff who are pursuing private studies to prepare themselves for their respective professional examinations, management will grant paid leave as follows:-

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- i) End of Term/Semester - 7 days
- ii) Final Examination - 20 days

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SECTION 8: INDUSTRIAL RELATIONS

8.1 Work Code

8.1.1 Reporting and Punctuality

All employees in NCWSC will in person sign the daily reporting register immediately upon arrival indicating time of arrival. They will also sign out at the end of the day. Failure to sign in shall be interpreted to mean non-attendance.

To ensure that the company will be able to meet its commitments, it is imperative that each employee report for work on time every workday. Unexcused absence or tardiness places a burden on colleagues and affects the ability of the company to do its job. All employees are expected to be responsible for their attendance and promptness.


All employees are expected to plan absences in advance and to schedule personal appointments with the least disruption to the workday. All requests for absence are subject to the approval of the employee's immediate supervisor.

8.2 Staff Movement

Whenever an employee wishes to be away from his office or duty stations during normal working hours for personal reasons, he/she must first obtain permission from his/her immediate supervisor.

8.3 End of day Procedure

NCWSC believes in the clean desk policy. Under this policy, all employees are asked to clear their desks whenever they leave the office for the day. All papers should be returned to their appropriate files. Files should be returned to the cabinets/shelves when finished with.

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8.4 NCWSC staff Identification Card

All employees will be issued with staff identification cards at no fee within two (2) weeks of joining the company. Where an employee is re-designated he/she will be issued with an identification card to reflect the new designation within two (2) weeks. However, replacement of lost staff cards will be at a cost of Kshs.300.00 for replacement which will be deducted from the payroll. This amount may be revised from time to time by management as need arises. The employee will be required to surrender the staff identification card when leaving service to Human Resources and Administration department. This responsibility rests with the HRM.

Employees shall be required to wear the staff identification cards at all times while on duty.

8.5 Visitors

Visitors to water and sewerage installations must obtain approval from the MD or his/her authorised appointee. Taking of photographs is not permitted without approval of the MD or his/her representative.


8.6 Personal conduct and dressing

Standards of personal conduct should at all times reflect professional discretion, good tastes, sound judgment, and moderation. It is essential that at all times during normal business hours, every employee is dressed in appropriate business attire, properly groomed and conducts himself or herself in a friendly, courteous and professional manner. In particular, all communications and conversations should be devoid of sexist, tribal and racial remarks, distasteful jokes and must not create embarrassment or offend any other employee.

It is also expected that each employee will interact with clients, customers and others, in a manner, which promotes and enhances good image of the company.

8.7 Gifts to NCWSC Staff

This will be handled as per the company's gift policy.

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8.8 Employee's loyalty to NCWSC

To avoid actual conflict or the appearance of conflict of interest, any employee who engages in remunerated activity in any field related to NCWSC's work must have prior approval from the MD. In case of the MD, the Board will approve. This includes consultancies, training, speeches, conference participation and related activities. NCWSC engages employees who are expected to give their full time and attention to their job and therefore, other jobs or private commercial activities during working hours are not permitted.

In addition, during the term of his/her employment the Employee shall not:

- i. Directly or indirectly carry on or be interested, engaged or concerned in the conduct of any business directly competing with any business for the time being carried on by NCWSC; or
- ii. Engage in any activity which NCWSC reasonably considers may be, or become, harmful to the interests of NCWSC or which might reasonably be considered to interfere with the performance of the employee's duties; or
- iii. Engage in any personal work or other personal occupation, which is not related to his/her employment during working hours.


The above will not apply in case where:

- i. Act undertaken by the Employee with the prior written consent of NCWSC; or
- ii. Bona fide investment in shares or other securities of any company, which are listed on or dealt in any recognised Stock Exchange.

8.9 Political neutrality and influence

An employee shall not, in connection with the performance of his/her duties;

- i. Act as an agent for, or so as to further the interest of a political party; or
- ii. Indicate support for or opposition to any political party or candidate in an election; or

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- iii. Engage in political activity that may compromise or be seen to compromise the nature of his office

An employee who wishes to contest for parliamentary or civic seats shall be required to resign from employment as per the Public Service circular on elections. .


8.10 Confidentiality and Secrecy of information

All employees are required to preserve the confidentiality of information becoming available to them in course of their work and refrain from improper use. Apart from NCWSC brochures, newsletters and magazines which can be distributed to all employees, all other documents shall at all times be treated as confidential and all employees are forbidden from giving out such information which they obtain in the course of performing their duties. It is the responsibility of an employee who comes across/has access to computer files or other documents of confidential nature, to see to it that proper and adequate arrangements are made for their security. This provision does not negate the principles of whistle blowing policy. The NCWSC shall have classes of information for purposes of this section.

8.11 Intellectual property and copyright

NCWSC wishes to ensure that intellectual property is protected, as it is key to NCWSC business to grow. All rights, including title, copyrights and patent rights, in any work produced by an employee, as part of his or her duties shall be vested in NCWSC.

These are proprietary assets of NCWSC, and must not be made available to third parties without appropriate permission. Additionally, it is the responsibility of those involved in the development of new products or services to identify relevant intellectual property issues and to discuss them with the Managing Director in order to obtain the proper advice.

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8.12 Communication

8.12.1 Introduction

It is NCWSC's policy to provide regularly and systematically the widest possible information on NCWSC's events and the progress to all levels of staff as appropriate. The objective of this is to ensure that members of staff are well informed on all matters affecting them and also on NCWSC's progress and development. Through such communication, staff will be encouraged to identify with NCWSC's strategic objectives and to contribute towards their achievement.


It is the policy of NCWSC to ensure that a working environment is created that would be conducive to partnership and full staff participation in the affairs of NCWSC through free and democratic discussions, without compromising legitimate aspects of NCWSC operations of strict confidentiality and secrecy. Rules of confidentiality will be communicated to all staff and staff will be required to adhere to them.

8.12.2 Mode of Communication

Communication in the context of NCWSC will include oral, sign language and written forms of communication. NCWSC will use only English and Kiswahili as the business language.

To maintain staff morale and encourage participation in NCWSC's affairs, regular communication will be maintained using the following media:

- i. Regular staff meetings
- ii. Appraisal and counselling sessions
- iii. Bi-annual newsletters
- iv. Regular bulletins on relevant events
- v. Annual reports on NCWSC activities (the annual Directors' Report and audited Financial Statements should serve this purpose)
- vi. Staff perception survey reports
- vii. Diaries, calendars and other promotional materials

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- viii. Recognition of exemplary performance by individual employees

8.12.3 Internal Communication

Internal communication shall take the form of:

- i. Written quarterly reports on specific projects activities
- ii. Monthly cash flow statements, quarterly and annual budget actual by the Finance Manager
- iii. Written work plans (monthly, quarterly and annual)
- iv. Written letters/memos/e-mail.
- v. Monthly departmental and regional performance reports based on the KPIs

8.12.4 External Communication

All external communication will be the responsibility of the MD or his appointed representative. External communication will be guided by the Company's communication policy.

8.12.5 Channels of communication and chain of command

The channels of communication have a direct relationship with the chain of command as shown in the Organization Structure of NCWSC. It is the policy of NCWSC that the chain of command be followed.

8.12.6 Interviews with the Press


No employee shall grant any interview to the press without first obtaining approval to do so from the MD.

8.12.7 In-coming Mail

After the Office Assistant has collected the mail from the post office, he/she will hand it to the in charge registry who will open and stamp official mail and ensure that it is distributed to the right in-tray.

8.12.8 Out-going Mail

All official mail should be typed in such a way that a copy remains in the relevant file and another copy in the daily file for circulation purposes to enable staff members to be informed of NCWSC's activities.

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However, this circulation will be determined by the nature of the letter whether confidential or not. Before postage, the out-going mail will be recorded in the outgoing mail book, showing the address, the date of postage and how much the mail costs to post.

8.12.9 Personal Mail

Employees may use NCWSC's Post Office Box Number for their private mail. The in-charge registry who receives incoming mail will arrange for the internal distribution of private mail received through the company's postal address.

All outgoing personal mail must be paid for by the individual employee concerned.

8.13 Personal Property

NCWSC will not accept liability for the loss or damage to personal property of a member of staff either at the office or when the employee is travelling on official business.

8.14 Stationery and Office Supplies


All stationery and office supplies will be handled as per the procedure of the stores and procurement management system (SPMS)

8.14.1 Office Equipment

The inventory of the photocopying machines, fax machines, computers and printers will be maintained by the respective office holders as well as the usage of such equipment. The inventory shall be updated annually taking into consideration depreciation of the office equipment.

8.14.2 Furniture

Furniture and other office equipment will be recorded and kept in the inventory control file to be maintained by the respective office holders. Any loss or damage to the said property should be reported immediately to the Administration and Logistics Manager for any action that may be necessary. Reasonable wear and tear in the course of duty shall not be penalised to the staff.

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8.15 Liability of staff

Members of staff shall be liable for any loss or damage to the property or loss of funds entrusted under their care. If such a loss occurs due to negligence, the amount shall be recovered from the salary or any other funds held on account of the employee. In addition, disciplinary action will be preferred where deemed necessary.

8.16 Private Work

Employees are expected to devote their time and attention to their jobs. They should not therefore carry out private work, which would conflict with NCWSC's interests and interfere with their performance.

8.17 Health and Safety at Work


NCWSC provides a safe and healthy place of work. However, it is the duty of every employee to safeguard themselves and others while at work and if any hazard is encountered, to report the same to the Head of Department.

NCWSC's premises are a non-smoking, alcohol and drug free zone.

8.17.1 Protective clothing and uniforms

8.17.1.1 Protective Clothing

NCWSC shall provide protective clothing to staff who by nature of their work require wearing of protective clothing. The clothing will be property of the NCWSC and custody of which when not in use shall be as directed by the head of department. Employees shall be issued with new set of protective clothing by the Director of Human Resource and Administrative Services after a period of twelve (12) months. The DHRA shall from time to time carry out an audit to ensure proper use, storage and ownership of the protective clothing.

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An employee who will be found not wearing protective clothing that has been provided will be liable for disciplinary action as per the laid provision in clause **9.3.1.1**

8.17.1.2 Uniforms

The Company shall pay an annual allowance to employees who are required to wear uniforms by nature of their work. The allowance shall be based on the prevailing market rates.

Employees entitled for uniforms and protective clothing are as identified in the PPE Policy.

8.18 First Aid

It is the responsibility of the Administration & Logistics Manager to ensure that all first Aid Kits are strategically placed and accessible to all employees.

8.19 Fire and Emergency

In the event of fire or emergency, employees are requested to immediately vacate the office using the nearest fire exit and assemble at identified emergency assembly points.

8.20 Security


NCWSC takes a number of measures to maintain adequate security in the offices. It is the duty of every employee to help in maintaining the general security of the offices for example by closing windows at the end of the day.

The respective departmental heads shall keep a record of all the office keys issued to staff members and will retain duplicates in respect of all keys. The Security personnel will ensure all windows and doors are properly and securely locked at the end of each working day.

8.21 Sexual Harassment

The following shall be treated as sexual harassment;

- i. Directly or indirectly makes sexual advances to another employee such as :

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- a. Promise of preferential treatment in employment;
 - b. Threat of detrimental treatment in employment; or
 - c. Threat about the present or future employment status of the employee;
- ii. Uses language whether written or spoken of a sexual nature;
 - iii. Uses visual material of a sexual nature; or
 - iv. Shows physical behaviour of a sexual nature which directly or indirectly subjects the employee to behaviour that is unwelcome or offensive to that employee and that by its nature has a detrimental effect on that employee's employment, job performance or job satisfaction.

NCWSC will take steps to ensure that all employees are not subjected to sexual harassment; an employee found to contravene this policy statement will be liable for gross misconduct.


8.22 Work Standards/Discipline

8.22.1 Introduction

NCWSC aspires to provide highly professional services. Therefore all employees are to maintain the highest standards of work ethics in carrying out their duties. Due to the nature of service offered by NCWSC it must be stressed that good moral conduct is of utmost importance.

This section contains general rules of conduct to be observed by all employees of NCWSC so as to maintain integrity and loyalty as well as to uphold the dignity of the Company.

Employees are expected to display a high standard of personal behaviour. This includes but not limited to courtesy to callers and visitors, confidentiality, respect for supervisors, the Board of Directors and the general public and observes general cleanliness.

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Discipline deals with identifiable standards of behaviour and performance required of employees. However, in most cases discipline is viewed negatively but this should not be the case.

8.22.2 Discipline

NCWSC believes in participatory approach to management. Internal democracy will be practised. NCWSC employees should be self-directing and striving for the highest standards of performance and behaviour in line with NCWSC's mission.

The image of NCWSC is of utmost importance. Every employee must show the highest standard of professionalism and integrity. Disciplinary principles and procedures are based on the regulations set out in the Employment Act, Anti-Corruption and Economic Crimes Act (ACECA) and the Rules of Natural Justice.


The Managing Director in consultation with Director of Human Resources and Administrative Services shall set up a corporate disciplinary committee that will exercise the highest degree of impartiality in accordance with the existing procedures. The TOR of the Corporate Disciplinary Committee is set out and is available at the office of Human Resource Manager. The disciplinary process shall be handled with utmost confidentiality and a high level of integrity.

The main objectives of the disciplinary process are:

- i. To achieve and maintain higher standards of performance or improve deteriorating performance.
- ii. To help deter indiscipline.
- iii. To safeguard organisational image.

8.22.3 Principles

The procedure for handling disciplinary cases is outlined on clause 9.3.1 for minor misconduct and 9.3.2.1 for gross misconduct.

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The cardinal principle of natural justice is that no person shall be condemned unheard. The concerned employee shall have an opportunity to state his or her case and to be accompanied by a colleague if so desired and in the case of unionisable staff, by the union representative.

The employee has a right of appeal against any disciplinary action that may be taken.

8.23 Misconduct

Misconduct shall mean unbecoming behaviour or conduct within and without the office while on official duty for NCWSC.

There shall be two (2) levels of misconduct, minor and gross.

8.23.1 Minor Misconduct


The following shall be treated as minor misconduct:

- i. Idling or loitering during working hours.
- ii. Abetting misconduct.
- iii. Failure to account for advance monies within the time limit specified.
- iv. Absenteeism for a period of less than fourteen (14) calendar days.
- v. Failure to wear personal protective equipment

8.23.1.1 General disciplinary procedure for minor misconduct

The following are the procedures to be followed for disciplinary action;

- a) An employee, who is guilty of an offence, shall be given a verbal caution with a note in the file pointing out the nature of the offence
- b) If no improvement is shown after the verbal caution, a first written warning shall be issued by the Head of Department/Directorate/MD and a copy entered in to the employee record and copied to the DHRA

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and the shop steward of the union where applicable. The same shall remain valid for a period of 6 calendar months from the date of issue.

- c) If within the 6 calendar months, the employee commits a similar or any other offence which does not warrant dismissal, he or she shall be issued with a second written warning by the Head of Department and the same entered into the employee record and copied to the DHRA and the Branch Secretary of the union. The two warnings shall remain valid for a period of 12 months from the date of the second warning.
- d) If within this 12 months period the employee commits a further offence which doesn't warrant dismissal, he/she shall be issued with a third and final warning letter by the DHRA and copied to the Branch Secretary of the Union.
- e) Once a third warning letter has been issued to an employee, the misconduct shall be treated as a gross misconduct under Section 44 of the Employment Act 2007.

8.23.2 Gross Misconduct

The following shall be considered as cases of gross misconduct and any employee found guilty of any of them after a full investigation, may be dismissed, even for a first offence as provided under Section 44 of the Employment Act 2007.

- i. Absenteeism without authority or absconding for a period of more than 14 days in a month or a cumulative period of 14 days over a period of 3 months
- ii. Habitual lateness or early departure from place of work without approval of the supervisor.
- iii. Intoxication during working hours making one unwilling or incapable of properly performing work.
- iv. Use of abusive or insulting language or behaviour.
- v. Sexual harassment.
- vi. Refusal to obey lawful and proper commands issued by a superior.

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- vii. Being lawfully arrested for an offence punishable by imprisonment and is not released on bail or bond within fourteen (14) days or otherwise lawfully set at liberty.
- viii. Committing a criminal offence against or to the detriment of NCWSC's property. This may include undue influence, taking bribes, forgery, and misappropriation of funds or intentionally damaging NCWSC's property.
- ix. Defamation of NCWSC and/or its employees.
- x. Threatening or physically assaulting other employees or visitors.
- xi. Breach of confidentiality in accordance to the Communication Policy.
- xii. Failure to abide or observe the company's code of conduct.
- xiii. Poor performance due to carelessness or unreliability.
- xiv. Any breach of confidentiality and secrecy
- xv. Any case of minor misconduct that has resulted in a third warning letter as provided under section 9.3.1.1 (c)
- xvi. Any other misconduct which the management of NCWSC in exercise of its discretion shall classify as gross misconduct.

8.23.2.1 Procedure for gross misconduct

The DHRA shall study the case taking the following into consideration:

- a. The gravity of the offence
- b. The individual's disciplinary record
- c. General Service and whether the proposed penalty is reasonable in the circumstances.

In the event that an employee commits a gross misconduct, the DHRA shall thereafter make recommendations to the Managing Director on the best course of action. The decision shall be communicated to the employee and copied to the Corporate Disciplinary Committee and the Union representatives. The DHRA shall then forward the case to the Security Department for appropriate investigations.

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Any submission to the CDC for the disciplinary proceedings against an officer must be factual and complete and should include: -

- i. Name of officer
- ii. Designation and man number
- iii. A full statement covering the misconduct or accusations against the officer
- iv. Action so far taken by the HOD and DHRA
- v. A statement of defence made by the officer to exonerate him/her.
- vi. The comments of the HOD and DHRA regarding the officer's defence and the gravity of the offence.
- vii. A report from the Security Manager on the findings of the investigations.

8.23.2.2 Disciplinary actions for gross misconduct


The following disciplinary actions shall be applied at the discretion of the company in cases where an employee is found guilty of the charge.

- i. Dismissal
- ii. Reduction in rank or seniority
- iii. Withholding of increment
- iv. Deferment of increment
- v. Non-payment of suspension period
- vi. Severe reprimand
- vii. Surcharge

8.24 Interdiction/Suspension

The powers of interdiction and/or suspension shall be exercised in the circumstances set below:

An officer may be interdicted only if disciplinary proceedings against him or her require investigation or when criminal proceedings are being taken against him/her. An officer on interdiction shall receive pay not less than half his/her basic salary. The officer shall receive all allowances due to him/her. Interdictions shall

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not exceed 60 days while third party cases, decisions to be taken by the company shall commence on the date of court decision.


An officer may be suspended from duty only if he/she commits a gross misconduct. Where an officer is suspended, he/she shall not be entitled to basic salary. The officer shall however, be eligible for all allowances due to him/her being taken against him/her.

Where disciplinary action have been taken against an officer and the officer is found innocent, the withheld portion (as indicated in part (a) and (b) above shall be released upon termination of such proceedings. In cases where the employee was found to have committed the offence but is pardoned following disciplinary proceedings, the withheld portion shall not be paid.

In the event that an employee is suspended, the duration shall not exceed 90 calendar days. The corporate disciplinary committee shall ensure the cases are deliberated and completed within the stipulated period. An employee shall be given a minimum of 10 working days' notice by the Human Resource Manager to appear before the Corporate Disciplinary Committee. The affected employee shall be informed of the outcome of his/her case within one month on conclusion.

Offences under Anti-Corruption and Economic Crimes Act shall be handled as provided under the Act. However the company shall reinstate/compensate employee acquitted of charges from the date of the acquittal or a minimum of two years from the date the employee was interdicted or dismissed. The company shall also commence its own disciplinary process against any officer suspected of Anti-corruption and Economic crimes

For purposes of this manual, suspension shall be for a period of 90 days. If by the lapse of the period there is need for extension of the suspension period, the same shall be extended for a further period of 30 days only. After expiry of the extended period, the employee shall be reinstated notwithstanding the fact that the disciplinary process will not have been completed.

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8.25 Appeals

A member of staff aggrieved by the decision of the company shall appeal to the Managing Director within fifteen (15) calendar days. The Managing Director shall immediately acknowledge receipt of the appeal and after considering the facts of the case, communicate his decision to the Appellant within 30 days. If dissatisfied with the decision of the Managing Director, a further appeal shall be made to the Board of Directors through the Managing Director within ninety (90) days from the date of communication. The decision of the Board of Directors shall be final. However, the aggrieved member of staff has a right to seek legal redress through the legal process. For the unionisable staff, they may make an appeal in accordance with the procedure laid down by the CBA between the Company and the Union.

8.26 Grievance policy and procedure


8.26.1 Policy

It is the policy of the NCWSC that employees should:

- Be given a fair hearing by their immediate supervisor or manager concerning any grievances they may wish to raise.
- Have the right to appeal to a next senior manager against a decision made by their immediate supervisor or manager.
- Have the right to be accompanied by a fellow employee of their own choice when raising a grievance or appealing against a decision.

8.26.2 Procedure

Each employee is expected to consult first with his or her direct supervisor regarding any action, occurrence or attitude expressed or implied by another employee, which is perceived as unfair or inequitable on the job. If a satisfactory resolution cannot be achieved with the supervisor, the staff member should discuss the matter with the Director of Human Resources and Administrative Services, and, in the final instance, with the MD.

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8.26.3 The Informal Grievance Procedure

Majority of complaints are resolved in an informal way, making it unnecessary to raise them as a formal grievance. However, a small number of complaints will not be resolved informally, and therefore the steps below are necessary.

8.26.4 Purpose and Scope of the Procedure

All employees are allowed to raise grievances as they might find necessary to the Director of Human Resources and Administrative Services. The aim is to settle the grievance as nearer to the source as possible in order to minimize problems at work and ensure a happy and productive working environment.

8.26.5 The Principles Underlying the Procedures


All employees have a right to raise a grievance that they may have with their superiors or managers without fear of victimization

Grievances will be investigated within 3 months and the complainant will be informed of the outcome. At each stage of the procedure the complainant will have the right to be accompanied by a colleague (another staff member).

If the employee is not satisfied with the outcome, he/she has a right of appeal to the Director of Human Resources and Administrative Services/MD.

8.26.6 Stages

- a) The employee should raise the grievance either orally or in writing, with the immediate supervisor, who will reply within 10 days.
- b) If it has not been resolved, the employee should request an interview with the manager/director concerned, within two week, to discuss the grievance.

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- c) If it has not been resolved at stage 2, the employee should raise this with the Director of Human Resources and Administrative Services.
- d) Subject to the agreement of both parties, if the grievance is still not resolved, the MD should be asked to intervene.

8.26.7 Exceptional circumstances

It may not be practicable to raise the grievance with the immediate manager or director. This may be because the manager or director may be the cause of the grievance, or because the manager/director will not be available perhaps because of illness, business travel, or other reason, to deal with the grievance with the urgency that it deserves; then the grievance may be taken to the HRM.


8.27 Staff Separation from the NCWSC

8.27.1 Resignation or termination of appointment

(a) Notice of Resignation/Termination of Appointment:

The notice period for resignation or termination of services by the company shall be three months. Notice of resignation or termination must be given in writing. However, either side may terminate the employment without notice upon payment to the other party of three months' salary in lieu of notice. A staff member may not give notice of his/her intention to terminate employment while on any form of leave. (This does not include a situation in which sick leave has been exhausted, and it seems that the staff member is unlikely to resume duties in the near future.)

Note: The employment contract may be terminated as stated in the letter of appointment. An employee may take his/her leave as part of the notice period required. However, this should be at the discretion of the Director of Human Resources and Administrative Services.

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Any lapse in the work standards of an employee who has resigned during the period of notice may result in the loss of outstanding benefits accrued including leave days earned. Upon resignation/ termination of service, an employees' annual leave shall be calculated on pro- rata basis until his last day of service

(b) Waiver of notice by employer

Where an employee gives notice of resignation the Managing Director can waiver the whole or any part of the notice and shall pay to the employee remuneration equivalent to the period of notice served by the employee as the case may be, unless the employer and the employee agree otherwise.

8.27.2 Retirement on Medical grounds


Termination of service will be extended to an employee who suffers from any serious form of disability or terminal illness that adversely affects performance of her /his job, subject to the recommendation of a recognized Medical Board to be constituted on request by the NCWSC to the Kenya Medical Practitioners and Dentists Board

The NCWSC empathises with such staff in this hour of pain, agony, suffering and despair and, as a show of togetherness; the NCWSC shall make a terminal payment calculated in accordance with Kenyan employment law.

8.27.3 Redundancy

The services of the NCWSC employee may and can be terminated on grounds of redundancy. A staff member is dismissed by reason of redundancy if the dismissal is attributable wholly or mainly to:

- a) The fact that the employer has ceased, or intends to cease, to carry on the business for the purposes of which the employee was employed; or ceased, or intends to cease, to carry on that business in the place where the employee was so employed; or ceased to require the specific skills for the exercise of which the employee was hired.

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- b) All necessary measures will be taken to avoid redundancies. However, if it is inevitable, then staff will be fully informed and prepared in advance by management.
- c) Redundancy pay will be calculated in accordance with Kenyan employment law

8.27.4 Retirement

The mandatory Retirement age for the company staff is sixty (60) years. However, one may be retired early due to poor health or disability rendering one unfit to work in which case the opinion of an independent doctor would be sought. An employee who is due to retire on attainment of the mandatory retirement age shall be given one (1) year's notice before the retirement age.


An employee may also opt to retire on or after attaining the age of 50 years by giving a year's notice. All officers on retirement notice should utilise all their pending leave days before the actual retirement date. Employees with no pending leave may be granted thirty (30) days terminal leave.

8.27.5 Death of an employee

In the event of death of an employee occurring while in the service of the company, the immediate supervisor shall report the death promptly to the Director of Human Resources and Administrative Services who shall communicate to all employees through the Company Newsletter, on the Notice Board and also in the obituaries of one of the local dailies.

The NCWSC shall provide cash in lieu of a standard coffin and transport of the body to the place of burial and pay mortuary and medical expenses.

Any terminal benefits, including gratuity where applicable, will be paid to the estate of the deceased or to her /his legal next of kin on production of the relevant legal administrative documents. Such payments shall be subject to applicable deductions.

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8.27.6 Return of NCWSC property


A separation procedure has been established to ensure that all the NCWSC property, files and information are returned to the appropriate individuals and also that there has been appropriate hand-over. Upon receipt of the resignation letter, the Director of Human Resources and Administrative Services will notify the Finance, IT, Security, and Medical insurance company etc., and calculate terminal benefits for payment by the finance.

On leaving NCWSC, all original documents and copies belonging to NCWSC or related to its business must be returned. The employee must also return all computer hardware and software, any written and training material, keys, security passes and any other property belonging to the NCWSC. The staff member shall be requested to disclose his or her computer passwords in order to gain access to important data. The employee will be required to complete a certificate of clearance with the departments.

Once given clearance, the staff will be given a certificate of service as provided for in the Employment Act. Upon resignation and prior to final departure, the staff member will be expected to complete all current tasks and honour other obligations including paying all debts owed to NCWSC.


8.27.7 Exit interview

On the employee's last day, the Director of Human Resource and Administration or his/her representative will conduct an exit interview. At the exit interview, the employee will have the opportunity to express his/her opinions, suggestions for enhancements, strengths of the organisation and any other information he/she would like to share. Employees comments, based on first-hand experience, can be extremely helpful to NCWSC as it forges ahead to recruit, motivate and retain talented individuals. Information discussed at the exit interview will be kept confidential, and will only be reported to the MD. The Chairman of the Board of Directors shall interview the MD.

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8.27.8 Dismissal

NCWSC reserves the right to summarily dismiss an employee for gross misconduct as defined in Section 44 of the Employment Act 2007.

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SECTION 9: OFFICE SERVICES

9.1 Introduction

Acquisition, Use, maintenance and replacement of office equipment shall be as provided for in the ICT Policy.

9.2 Photocopying/Scanning and Typing/Computer Services

No private work should be undertaken in the office. If any employee requires such services he/she should seek approval from the HOD/ Station Head who will coordinate these services.

9.3 Use of Telephone

The telephone service is only adequate for NCWSC's needs. Therefore employees should limit personal calls to a bare minimum of five (5) minutes. Conversation over the telephone should be short and brief to avoid incoming official calls from being blocked.


The Company may provide mobile handsets and/or air time to employees whose nature of work necessitates it.

9.4 Messenger Services

A staff member who wishes to send the Office Assistant (messenger) should report to the Human resource and administration personnel for co-ordination purposes to avoid unnecessary errands and waste of time.

9.5 Employee Relations

To ensure an atmosphere of understanding within NCWSC and each individual's personal satisfaction, NCWSC will encourage an effective two-way communication channel to enable staff members have an opportunity to talk frankly to the management.

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In the light of the above, NCWSC management approach recognizes the right of employees to represent their interest to management through a staff association. This will permit the staff members to suffice, in an orderly manner problems, concerns and suggestions which affect staff working conditions through a staff committee. There shall be quarterly meetings between the Board of Management and staff representatives.

9.6 Centralized kitchen services

In order to maintain hygienic and safe working environment, all kitchen services will be carried out in a centralised kitchen

9.7 Resource centre services

The company encourages continuous growth and development of employees and will maintain a well-equipped resource centre (Library) and a training room for use while conducting in house training.

9.8 Usage of utilities


To optimize the usage of electricity and water, the company shall encourage rational use of the same.

9.9 Outsourcing

The company may consider outsourcing non-core functions after carrying out a comprehensive cost benefit analysis.

9.10 Recreational facilities

The company will strive to promote and nurture the talents, promote teamwork, cohesion and recognition of talent among the staff through sports in accordance with recreation policy.

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Appendices

Appendix 1: Letter of Appointment

Further to your interview with the Nairobi City Water and Sewerage Company Limited, I am pleased to inform you that, the Company is offering you a five years employment contract with effect from _____ on the following terms and conditions:

Position

You will be employed as _____ with a specific job description. This is a management position and you will not be illegible to join the union.

Place of Work

You will be based at the Company's Headquarters along Kampala Road, but you can be required to serve and represent Nairobi City Water and Sewerage Company in any part of the Country.

Probationary Period

You will be on probation in the first instance for a period of six months during which time seven days' notice or pay in lieu of notice will be required by either side.


Notice Period

On successful completion of the probationary period, three months' notice of intention to terminate the services or three month's pay in lieu of notice will be required to be given in writing by either party. The effective date can be any day of the month.

Remuneration

Your remuneration shall be a consolidated salary of **Kshs.**_____ (inclusive of house allowance).

The amount shall be payable monthly in arrears not later than the last day of the month.

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Leave

The usual gazetted public holidays are given and annual leave accrues at the rate of ____working days per completed year of service.

Sick Leave

You will be eligible for sick leave, a full salary for the first three months, half salary for the next three months and thereafter Nairobi City Water and Sewerage Company Limited will use its discretion to decide on appropriate action, which may include termination/retirement on medical grounds.

Hours of Work

You will be expected to devote your whole time to the business of Nairobi City Water and Sewerage Company Limited and other occupations are not permitted. The working hours are 8.00 a.m. to 5.00 p.m. Monday to Friday with one hour for lunch from 1.00 p.m. to 2.00 p.m.

However, the nature of Nairobi City Water and Sewerage Company's activities may necessitate attending work at times other than those specified. Staffs on management level are not eligible for overtime claims.


Gratuity/Pension

You will be paid contract gratuity at the rate of _____of your consolidated salary for every completed month in service. This will be payable yearly. In case of pension, this will be paid as per current pension scheme in force.

Medical

On appointment, you will be eligible for the medical scheme in place.

Standing Orders

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You will be required to make yourself familiar with, and abide by the rules laid out in the Staff Manual as shall from time to time be revised by Nairobi City Water and Sewerage Company Limited.

You will not, without the consent of Nairobi City Water and Sewerage Company Limited engages in any other business or occupation which would be in conflict with your duties as full time employee of Nairobi City Water and Sewerage Company Limited.

You will be required to devote your whole time and attention to your duties and to do all in your power to promote, develop and extend the mission of Nairobi City Water and Sewerage Company Limited to the best of your ability.

Summary Dismissal

- i. If at any time during the services with the Nairobi City Water and Sewerage Company Limited you shall:
- ii. Not perform your duties or observe any of the stipulations of your contract of employment;
- iii. Be deemed guilty of any grave misconduct or gross neglect of duty;
- iv. Fail to give your whole time and personal attention to the mission of Nairobi City Water and Sewerage Company;
- v. Absent yourself from duty without leave except in cases of illness or accidents;
- vi. Breach the rules of confidentiality of Nairobi City Water and Sewerage Company;
- vii. Failure to abide by the Company Code of Conduct;

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viii. In any other way act contrary to the stipulations in Staff Manual,

Then in each and every such case, Nairobi City Water and Sewerage Company may summarily dismiss you without notice or payment in lieu of notice, and upon such determination, you will not be entitled to claim any compensation of damage in respect of or by reason of such determination.

This letter of appointment is sent to you in duplicate. If the above terms are either acceptable or not acceptable, please sign below. The signed duplicate of this letter should be returned to the Director Human Resources and Administration, who will also arrange for your induction.

Yours sincerely,

Nairobi City Water and Sewerage Company Ltd.

Managing Director


Accepted: _____ Not Accepted: _____

Name _____ Date: _____ ID number: _____

Witness:

Name _____ ID Number _____

Encls.

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Appendix 2: Confirmation of Appointment

I refer to the offer of appointment dated _____ and write to inform you that, following satisfactory completion of the probation period, the board/management has decided to confirm your appointment with effect from _____ (date of this letter)

Your employment henceforth will be on permanent/contract terms subject to availability of funds and satisfactory performance of duties assigned to you.

On behalf of the Board and Management, I welcome you to the NCWSC Team and wish you a happy and rewarding career with the company.


Yours sincerely,

Managing Director

Nairobi City Water and Sewerage Company Ltd.

C.c. Director of Human Resources and Administrative Services

Appendix 3: Personal Record Form

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Name as per ID Card _____ ID Number _____

Home Address _____ Tel.: _____

Fax: _____ E-mail: _____

County _____ District _____ Location _____ Sub-Location _____

Date of Birth _____ Place of Birth _____

Married/Unmarried/Divorced/Separated _____

Spouse's Name: _____ Address: _____ Tel: _____

Name of next of Kin _____ Relationship _____

Address of next of Kin _____ Tel: _____

Education (highest examination passed) _____

Professional Qualifications _____

Other Interests & Hobbies _____

Specimen Signature _____ Previous Employment: Organisation: _____


Address: _____

FOR OFFICIAL USE ONLY

POSITION	TAX NO. _____	STARTING DATE: _____
	NSSF NO. _____	GRADE: _____
	NHIF NO. _____	STEP: _____

Passport photograph

Appendix 4: Appraisal instrument for company employees

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Part 1: EMPLOYEE INFORMATION

Name: _____

Date of Appointment: _____

Position: _____

Date assigned current position: _____

Supervisor: _____


Grade: _____ Directorate: _____ Section: _____

Employment terms: _____

Date of Last Appraisal: _____

Period under Review: _____

Academic Qualifications: _____

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Part 2: PERFORMANCE APPRAISAL

A. JOB RELATED PERFORMANCE (Weight 75%)


Performance parameters

Very good achievement–5, Good achievement-4, satisfactory achievement-3 Fair achievement-2, Poor achievement-1

(Managerial/Senior technical/ Technical Staff)

EST.NO	Objectives (Derived from the strategic plan)	Agreed Targets	Actual Performance	Rating		
				Appraisee	Appraiser	Consensus
Totals						


(General Support staff)

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In the table below, performance parameters are:

0-8 Poor: 9-15 Fair: 16-23 Satisfactory: 24-31 Good 32-40 Very Good

Est/No.	Performance Attribute	Ratings					Totals
		1	2	3	4	5	
		Almost Never					
1	Team Work Consider willingness to cooperate with others, share work, support others and contribute to effort to achieve departmental goals						
2	Innovativeness Creativity Does the individual exercise ability to decide correct or best course of action when some choice must be made? Consider ability to evaluate facts and make sound decision and use of reasoning to identify, solve and prevent problems						
3	Time Management Timeliness in meeting deadlines, arrival times limits for break, & willingness to work extra hours as needed. Consider patterns of absence.						
4	Customer focus/Courtesy and respect Responds quickly on customers' requests? Considers impact of action & decisions on customer & makes adjustments						
5	Self-discipline Self-control in difficult situations, personal discipline at work place						
6	Communication Skills Ability to communicate effectively						

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7	Dependability How reliable is individual? Consider degree of supervision required and willingness to take on responsibilities and to be accountable for them.						
8	Quality of Work Accuracy and thoroughness with which employee meets recognized and accepted standards of performance						
	Totals						

PART 3: PERSONAL DEVELOPMENT

Training attended during the appraisal period:

How useful was the training

Appraisee _____

Appraiser _____

Training required (as discussed and agreed with supervisor):

a) _____

b) _____


c) _____

Assistance/resources required to improve performance:

a) _____

b) _____

c) _____

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PART 4: OVER ALL ASSESMENT

Total rating (2A + 2B)	
------------------------	--

Final comments by the:

Appraisee: _____

Signed: _____ Date: _____


Appraiser:

Signed: _____

Date: _____

PART 5: RECOMMENDATION/APPROVAL

Appraiser recommendation

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Signed _____

Date: _____

Functional Director's Comments and recommendations

- a) _____
- b) _____
- c) _____

Approval by Management /Managing Director


Signed _____ Date: _____

Appendix 5: Leave Application Form

(To be completed in duplicate) NOTE: Application Form duly completed should be submitted at least 10 days before leave commences.

Part I (to be completed by applicant)

Name: _____ Designation _____ P/F. No _____

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Number of days applied for _____ From _____ To _____

Station _____ Department _____ Section _____

Nature of Leave _____

Signature of applicant _____ Date _____

Leave address shall be _____ Tel _____

Part II (to be completed by immediate supervisor - where applicable)

I do/do not recommend _____ days leave. (If not recommended, give reason)

Date _____ Signature _____

Part III (to be completed by Functional Director –where applicable)

I do/do not recommend _____ days leave. (If not recommended, give reason)

Date _____ Signature _____

Part III (for use by HR & Administration personnel)

Annual leave entitlement for this year _____ days

Leave accumulated/brought forward with permission _____ days

Leave so far taken during the year _____ days.

Total number of days due _____ days.

Total number of days now requested _____ days.

Balance of days carried forward _____ days


Applicant to resume duty on _____

Checked by (Name) _____ Signature _____


Part IV (to be completed by the Director HR&Adm/MD/AM: where applicable)

Leave approved/not approved. Date _____


Signature _____

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Appendix 6 Acting Appointment Form

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	ACTING APPOINTMENT FORM	Code: NCWSC/HRD/FORM 01

NAME: _____ MAN.NO _____
DEPARTMENT: _____ SECTION: _____

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LENGTH OF SERVICE _____

SUBSTANTIVE POST: _____ GRADE: _____

RECOMMENDED ACTING _____ GRADE: _____

REASON FOR ACTING _____

ACTING DURATION: FROM _____ TO _____

ATTACH LEAVE FORM (Where applicable)

JUSTIFICATION FOR RECOMMENDATION:

RECOMMENDED BY: _____ SIGN: _____ DATE: _____

HEAD OF DEPARTMENT

VERIFIED BY: _____ DATE: _____

HUMAN RESOURCE MANAGER

AUTHORIZED BY: _____ DATE: _____

DIRECTOR HUMAN RESOURCE AND ADMINITRATIVE SERVICES

APPROVED BY: _____ DATE: _____


MANAGING DIRECTOR

Appendix 7: Summarized Code of Conduct for staff

Code of Conduct for the Nairobi City Water and Sewerage Company Employees

Policy Statement

The dream and policy direction of the Nairobi Water Company is being a *Vision*
leading provider of reliable quality water and sewerage services in Nairobi

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and its environs.

Mission

The Company's primary responsibility is to provide affordable water and sewerage services through efficient, effective, and sustainable utilization of the available resources in an environmentally friendly manner, and meet and exceed the expectations of our consumers and other stakeholders.

Core Values

This is engraved in our Company's core values of integrity, creativity, teamwork, communication, diversity and a strong customer focus.

Image

These are vital ingredients in the industry as they enhance the image of the Company and should be reflected by the professional conduct of its staff.

Policy Principles

The Nairobi Water Company code of conduct is a set of rules and guidelines that govern the behaviour of its members of staff. It is a framework within which members of staff bind themselves in regard to their work conduct and behaviour.

Policy Procedures and Guidelines

1.

All members of staff (existing and new employees) shall sign a declaration of their observance of the code of conduct (*Appendix 2*).

Declaration

2.

Staff shall at all times uphold the vision, mission and values of the company.


Vision and

Mission

3.

A member of staff shall conduct his private affairs in a way that maintains

Private

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public confidence in the integrity of his/her office.

Affairs

4.

Every member of staff shall treat the public and fellow officers with courtesy and due respect.

Courtesy

5.

All members of staff shall observe official working hours and not be absent without proper authorization or reasonable cause.

*Working
hours*

6.

All staff must at all times report on duty in time and ensure that they give out their very best effort during working hours, display a sense of urgency and endeavour to complete their assignments on time and avoid unnecessary delays.

Attendance

7.

All staff shall always display their staff identification cards while on duty.

Identification

8.

It is forbidden for staff to be dependent upon or be under the influence of alcohol or drugs while on duty.

*Alcohol and
drugs*

9.

All members of staff shall maintain an acceptable/decent dress/ attire and personal hygiene. Uniformed Staff should always be in uniform while on duty unless with express authority of their superiors for specific reasons. (Appendix 1).

Dress code


10.

Members of staff will carry out their duties as per the set out performance standards to the best of their ability and ensure that the services are provided efficiently and honestly.

*Performance
standards*


11.

Integrity

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Staff shall conduct the affairs of the Company in a professional and responsible manner and avoid colluding with customers and other people to compromise the interest of the Company.

12. *Company property*
A staff member shall take all responsible steps to ensure that property that is entrusted to his/her care is adequately protected and not misused or misappropriated.
13. *Official Documents*
Staff shall not remove, alter, destroy or otherwise interfere with material from official files or documents and/or any record without proper authorization.
14. *Smoking*
Staff dealing directly with the public are required to refrain from smoking whilst attending to customers as many people consider the habit to be offensive.
15. *Chain of command*
All staff shall respect the chain of command. When a staff member has a complaint against the boss, he is allowed to present such a complaint to a higher authority without repercussions unless such complaint is malicious and not in the best interest of the Company.
16. *Personal interest*
A member staff shall use his/her best efforts to avoid being in a position in which personal interest conflicts with his/her official duties.
17. *Harassment*
Staff shall not take advantage of their positions to harass (sexually or otherwise), threaten, intimidate or insult members of the public or a fellow staff member in any manner.
18. *Fairness*

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Supervisors shall practice fairness while conducting staff appraisals and handling cases of discipline and addressing issues of deployment, placement, promotions, merit awards and human resource management in general.

Work ethics

19.

Staff shall not exercise undue pressure on other members in order to have them support incorrect viewpoints, sign false documents or do other unethical things.

Corruption

20.

Members of staff shall not solicit, accept or receive bribes or gifts nor facilitate the same in order to render services.

Confidentiality

21.

All employees shall not disclose any confidential information to anybody without relevant authority from the Managing Director.

False

22.

information

Members of staff shall not knowingly give false or misleading information to members of the public or any other staff members, or knowingly or make any false accusations against any manners of the staff or general public.

Political

23.

Influence


A member of staff shall not engage in any activity (political or otherwise) that may compromise or be seen to compromise the impartiality or credibility of the office. Similarly, staff shall not use any political or any other influence to the advantage or disadvantage of other colleagues.

Privacy

24.

A member of staff shall not intrude into the privacy of other staff members' life so long as such matters do not affect the members' performance, and shall conduct his private affairs in a way that maintains public confidence

Privacy

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and integrity of his/her office.

25.

Members of staff shall not tap or eavesdrop on telephone or any other *Communication* communication media as this constitutes invasion of an individual's privacy

26.

Staff shall maintain open channels of communication. Superiors are urged to advise and counsel their subordinates and encourage them to discuss work *Media* related problems or solutions freely and openly.


27.

Non-authorized members of staff shall not under any circumstances communicate with the media in writing and/ or by granting an interview and/ or making statements on matters affecting the Company without prior approval of the Managing Director.

Appendix 8: DRESS CODE

This policy forms the code of dressing and grooming for all staff in the Nairobi City Water and Sewerage Company Ltd.

In order to set and maintain high standards and an admirable corporate image in the industry, employees must be neat, clean and presentable to the business environment at all times. Grooming should be acceptable and not offensive to customers or other staff. Employees provided with uniforms must wear it during working hours.

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Ladies

Ladies' hair, long or short should be well managed. Braids, weaves, cornrow and makeup may be worn in moderation.

Dresses and skirts should be of reasonable length. The company considers as unacceptable: tight, transparent, miniskirts, jeans, T-shirts, and slits of more than 4 inches above the knee. Trouser suits should not be tight and the top and trouser should be of matching shades.

Men


Men's hair must be short and well combed, with a moustache/ beard shaven or well-trimmed. Business suits (without exaggerated colours) with plain or striped shirts and a well matching tie are acceptable. Shoes must be polished. For staff that have been provided with uniforms, they must ensure that they comply with the staff uniform policy.

It is the responsibility of the supervisors and departmental/section heads to ensure that staff adhere to this code of dressing and are well groomed during business hours. Any staff who does not comply with the provision of this policy should be turned away, and their case reported to the Director Human Resources and Administrative immediately.

Appendix 9

Director, Human Resources and Administration
Nairobi City Water and Sewerage Company Limited
P.O. Box 30656 – 00100
Nairobi

Dear Sir/Madam,

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CODE OF CONDUCT

I,.....being an employee of the Nairobi City Water and Sewerage Company Limited do solemnly declare that I will faithfully perform the duties assigned to me, observe the staff rules, abide by the above code of conduct and that I will do my best to uphold the interests of the Company, failure to which disciplinary action will be preferred against me as per the Company's disciplinary procedures and the Employment Act of Kenya.

Signed on the day of200.....

ID Number:.....

Est. Number:.....

Department.....


Signature.....

Witness.....


ID Number.....

Signature:.....

Date.....

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Encls.

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Appendix 10: Benefits/Allowances as per CBA & Board Approval

8.1 House Allowances

Grade 1-	Managing Director	-	86,250.00
Grade 2-	Directors	-	57,500.00
Grade 3-	Managers	-	27,600.00
Grade 4-	Co-ordinators	-	23,000.00
Grade 5-	Officers	-	17,250.00
Grade 6-	Supervisors	-	13,500.00
Grade 7-	Assistant	-	11,000.00
Grade 8-	Support 1	-	10,000.00
Grade 9-	Support II	-	9,000.00

8.2 Leave Allowance

Grade 1 and 2	-	100% of basic salary
Grade 3, 4 and 5	-	60 % of Basic salary

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Grade 6,7,8 and 9 - 72 % of basic salary

8.3 Utilities

Grade 1 and 2 - MD/Directors - 15,000
Grade 3 - Managers - 10,000

8.4 Per diem


(a) Local Rates

Grade		<u>Rates per day (Kshs)</u>
Grade 1 & 2	- MD/Directors	- 16,500
Grade 3	- Managers	- 11,000
Grade 4	- Co-ordinators	- 10,000
Grade 5	- Officers	- 9,000
Grade 6	- Supervisors	- 7,000
Grade 7	- Assistants	- 6,000
Grade 8 and 9	- Support 1 & II	- 5,000


(b) DAILY RATES OF ALLOWANCES PAYABLE TO OFFICERS TRAVELLING ON DUTY OUTSIDE KENYA - 2013

International rates will be pegged to Government Approved subsistence allowances on trainings conducted outside Kenya which is also based on employee's grade and country of destination.


		CATEGORY (BAND) AND ITS EQUIVALENT					
	Country	Managing Director	Functional Directors	Managers	Coordinators	Officers	Others
		RATES (USD)					
1	Afghanistan	475	335	266	221	189	163
2	Albania	473	347	283	240	217	203
3	Algeria	553	397	318	267	233	213
4	Angola	651	481	396	351	327	314
5	Antigua & Barbuda	518	407	352	316	292	273

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		CATEGORY (BAND) AND ITS EQUIVALENT					
	Country	Managing Director	Functional Directors	Managers	Coordinators	Officers	Others
6	Argentina	508	403	351	320	302	292
7	Armenia	784	496	351	274	230	204
8	Aruba	617	458	378	330	300	278
9	Australia	603	436	352	301	274	259
10	Austria	650	472	382	326	294	276
11	Azerbaijan	784	525	396	324	282	255
12	Bahamas	742	544	444	377	327	284
13	Bahrain	497	398	348	320	303	291
14	Bangladesh	461	336	274	240	221	210
15	Barbados	605	440	358	302	268	249
16	Belarus	506	372	304	265	239	221
17	Belgium	697	537	456	397	363	342
18	Belize	438	325	269	237	218	206
19	Benin	508	362	289	246	223	209
20	Bermuda	644	468	379	321	277	247
21	Bhutan	413	258	180	138	115	101
22	Bolivia	377	271	217	188	172	163
23	Bosnia & Herzegovina	506	330	242	194	167	149
24	Botswana	469	339	274	239	218	206
25	Brazil	532	431	380	338	301	270
26	Brunei	849	553	404	324	277	248
27	Bulgaria	377	320	292	274	261	252
28	Burkina Faso	497	352	280	234	200	176
29	Burundi	438	328	273	242	225	215

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		CATEGORY (BAND) AND ITS EQUIVALENT					
	Country	Managing Director	Functional Directors	Managers	Coordinators	Officers	Others
30	Cambodia	393	295	246	219	203	192
31	Cameroon	545	390	313	263	233	216
32	Canada	638	487	411	369	344	329
33	Cape Verde	421	336	294	268	252	241
34	Central African Republic	508	362	288	241	206	180
35	Chad	533	433	382	353	333	321
36	Chile	413	311	259	231	216	207
37	China	531	415	357	313	288	274
38	Colombia	444	337	284	245	215	193
39	Comoros	619	448	363	306	264	236
40	Congo	535	382	306	256	229	214
41	Costa Rica	444	337	284	245	224	211
42	Cote d'Ivoire	540	395	322	272	235	210
43	Croatia	506	407	357	324	301	282
44	Cuba	378	305	268	247	233	226
45	Cyprus	392	329	297	278	266	258
46	Czech Republic	456	404	378	361	350	340
47	Denmark	578	453	391	356	338	326
48	Djibouti	454	334	273	240	222	210
49	Dominica	391	305	262	235	216	202
50	Dominican Republic	518	366	289	246	219	201
51	DRC Congo	678	494	402	340	294	263
52	Ecuador	424	315	260	229	211	200
53	Egypt	437	346	301	275	258	242

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		CATEGORY (BAND) AND ITS EQUIVALENT					
	Country	Managing Director	Functional Directors	Managers	Coordinators	Officers	Others
54	El Salvador	378	295	254	229	214	204
55	Equatorial Guinea	413	342	307	285	270	258
56	Eritrea	572	335	216	154	121	102
57	Estonia	506	370	301	261	236	218
58	Ethiopia	669	487	395	334	289	260
59	Fiji	451	326	263	227	208	195
60	Finland	755	554	453	385	333	292
61	France	658	533	470	380	333	306
62	French Guiana	517	379	310	263	228	204
63	Gabon	542	424	365	325	285	257
64	Gambia	428	330	281	245	215	191
65	Georgia	784	492	346	268	224	198
66	Germany	762	560	458	390	338	310
67	Ghana	417	301	242	209	190	177
68	Greece	447	386	355	337	325	316
69	Grenada	421	385	366	354	343	334
70	Guadeloupe	528	377	301	252	222	204
71	Guatemala	421	308	252	220	200	187
72	Guinea	498	354	282	235	201	179
73	Guinea Bissau	518	380	310	227	180	154
74	Guyana	400	294	240	211	193	183
75	Haiti	388	324	292	272	259	249
76	Honduras	473	334	265	226	204	190
77	Hungary	612	460	384	331	289	263

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		CATEGORY (BAND) AND ITS EQUIVALENT					
	Country	Managing Director	Functional Directors	Managers	Coordinators	Officers	Others
78	Iceland	525	406	346	313	294	283
79	India	517	391	328	293	274	264
80	Indonesia	508	362	289	246	224	211
81	Iran	784	577	474	403	350	314
82	Iraq	1029	769	638	548	477	429
83	Ireland	601	447	369	328	304	290
84	Israel	913	677	558	477	415	355
85	Italy	764	588	499	434	391	362
86	Jamaica	514	389	327	292	272	262
87	Japan	918	681	563	481	427	399
88	Jordan	650	472	383	323	285	264
89	Kazakhstan	784	526	396	325	283	256
90	Kiribati	636	413	301	240	205	184
91	Korea	496	386	330	300	282	272
92	Kosovo	506	370	301	261	236	218
93	Kuwait	960	715	593	508	442	395
94	Kyrgyzstan	784	473	318	236	191	165
95	Laos	323	233	188	163	147	139
96	Latvia	506	389	331	294	270	252
97	Lebanon	890	660	545	466	405	363
98	Lesotho	368	252	194	158	140	128
99	Liberia	578	425	349	306	283	269
100	Libya	706	516	421	357	322	301
101	Liechtenstein	918	681	533	459	412	380

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		CATEGORY (BAND) AND ITS EQUIVALENT					
	Country	Managing Director	Functional Directors	Managers	Coordinators	Officers	Others
102	Lithuania	506	364	293	252	226	208
103	Luxembourg	550	395	317	275	253	240
104	Macedonia	636	400	281	218	183	161
105	Madagascar	578	416	335	282	243	214
106	Malawi	458	353	300	271	253	242
107	Malaysia	627	455	368	311	269	240
108	Maldives	381	281	231	203	187	176
109	Mali	507	385	324	282	260	247
110	Malta	619	449	363	316	290	275
111	Marshall Islands	636	423	316	257	223	201
112	Mauritania	477	349	285	242	210	188
113	Mauritius	421	362	332	314	304	298
114	Mexico	473	430	409	393	382	375
115	Micronesia	636	467	382	332	300	277
116	Moldova	506	389	331	294	270	252
117	Monaco	909	675	557	477	414	372
118	Mongolia	494	350	278	232	198	176
119	Montenegro	506	414	367	336	313	294
120	Morocco	767	563	461	378	333	301
121	Mozambique	417	302	245	212	194	184
122	Myanmar	367	251	193	157	136	124
123	Namibia	391	281	225	189	163	147
124	Nauru	636	388	264	199	162	141
125	Nepal	413	287	223	184	157	141

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		CATEGORY (BAND) AND ITS EQUIVALENT					
	Country	Managing Director	Functional Directors	Managers	Coordinators	Officers	Others
126	Netherlands	617	471	398	359	336	322
127	New Zealand	812	599	492	419	364	326
128	Nicaragua	518	372	299	248	212	187
129	Niger	521	372	297	249	213	189
130	Nigeria	658	478	388	336	308	291
131	North Korea	496	343	266	223	197	179
132	Norway	501	382	322	288	269	258
133	Oman	797	612	520	452	397	359
134	Pakistan	504	365	296	258	233	218
135	Palau	636	448	353	300	267	244
136	Panama	447	340	287	256	239	230
137	Papua New Guinea	636	462	375	317	273	244
138	Paraguay	483	342	271	232	209	197
139	Peru	580	418	336	284	254	237
140	Philippines	550	394	315	265	227	202
141	Poland	518	390	326	291	271	258
142	Portugal	557	423	355	318	297	285
143	Puerto Rico	367	294	257	236	222	213
144	Qatar	616	446	360	304	269	244
145	Reunion	487	345	273	233	210	195
146	Romania	543	412	346	311	291	280
147	Russia	784	598	505	455	426	408
148	Rwanda	465	345	285	252	233	219
149	Samoa	434	330	277	240	210	188

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		CATEGORY (BAND) AND ITS EQUIVALENT					
	Country	Managing Director	Functional Directors	Managers	Coordinators	Officers	Others
150	San Marino	764	588	499	445	408	380
151	Sao Tome & Principe	500	310	215	165	136	120
152	Saudi Arabia	769	565	462	393	340	305
153	Senegal	511	368	297	258	237	225
154	Serbia	506	363	291	249	224	206
155	Seychelles	511	420	375	349	334	325
156	Sierra Leone	738	540	441	375	324	290
157	Singapore	1072	756	598	475	392	333
158	Slovakia	506	410	362	330	307	288
159	Slovenia	506	391	334	298	273	255
160	Solomon Islands	636	410	296	235	200	179
161	Somalia	377	259	200	163	142	130
162	South Africa	426	324	273	245	229	219
163	Spain	773	569	466	396	343	303
164	Sri Lanka	434	304	238	197	168	149
165	St. Kitts and Nevis	518	396	335	298	272	254
166	St. Lucia	518	389	324	285	259	241
167	St. Vincent and Grenadines	518	422	374	342	318	299
168	Sudan	594	428	346	294	266	251
169	Surinam	875	648	534	456	396	356
170	Swaziland	454	335	276	243	224	211
171	Sweden	685	510	423	374	348	333
172	Switzerland	918	681	563	481	418	375

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		CATEGORY (BAND) AND ITS EQUIVALENT					
	Country	Managing Director	Functional Directors	Managers	Coordinators	Officers	Others
173	Syria	640	464	376	318	274	246
174	Tajikistan	784	468	310	227	182	156
175	Tanzania	524	367	289	245	220	204
176	Thailand	486	371	313	271	249	236
177	Timor - Lestor	636	399	281	217	182	160
178	Tobago	528	419	364	333	316	305
179	Togo	458	333	270	235	215	202
180	Tonga	386	282	230	195	171	157
181	Trinidad	398	354	331	316	308	301
182	Tunisia	382	285	237	210	195	187
183	Turkey	857	634	522	446	387	347
184	Turkmenistan	784	484	333	254	209	183
185	Tuvalu	636	385	260	193	157	136
186	Uganda	535	373	291	246	220	204
187	Ukraine	506	371	304	264	238	220
188	United Arab Emirates	780	596	503	437	383	345
189	United Kingdom	701	525	437	390	365	347
190	Uruguay	344	301	279	264	254	245
191	USA	598	479	420	386	368	357
192	Uzbekistan	784	463	302	218	173	147
193	Vanuatu	636	466	381	331	299	276
194	Venezuela	456	400	371	352	332	318
195	Vietnam	364	273	227	199	183	173
196	Yemen	672	490	398	337	291	261

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		CATEGORY (BAND) AND ITS EQUIVALENT					
	Country	Managing Director	Functional Directors	Managers	Coordinators	Officers	Others
197	Zambia	549	393	315	252	219	200
198	Zimbabwe	398	300	250	222	207	189