



UNIVERSITY OF NAIROBI

HUMAN RESOURCE POLICY

FEBRUARY 2014

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Foreword

The University of Nairobi is the largest University in Kenya with an enrollment of over 68,000 students. The University offers diverse quality academic programs. These are supported by a compliment of 1,708 teaching staff, 573 technical staff and 3,294 non-academic staff. The University thus requires and continues to maintain a well trained, developed and managed workforce to meet its academic output in terms of scholarly work and in provision of other essential services.

The quality of services provided by the University of Nairobi is directly dependent on the quality of its staff. This policy provides a broad framework with specific guidelines to inform the institution's stakeholders, particularly students, management and staff. More importantly it provides a guiding framework to facilitate the systematic management of human resource in the University. The policy is informed by the principles of good corporate governance that are anchored on integrity, transparency, accountability, efficiency and effectiveness.

The policy is in compliance with the Constitution of Kenya (2010), and other relevant Laws, the University's vision, mission and core values and policies, international labour organization (ILO) conventions and international best practices.



Prof. George. A.O. Magoha. MBS. EBS

**Vice-Chancellor
&
Professor of Surgery**

DEFINITION OF TERMS

- Academic staff:** Any person appointed to teach and undertake research at the University.
- Basic Salary:** Money paid regularly to an officer at the end of every month
- Employee:** A person in employment of the university, also known as officer or member of staff
- Pension Scheme:** Refers to the University of Nairobi Pension Scheme, 2007
- University:** Refers to the University of Nairobi
- University Council:** The governing body of the University
- Unit:** Refers to a section of a college, school, Faculty, institute, center or department in the University.
- Working day:** Monday to Friday other than a gazette holiday

TABLE OF CONTENTS

Foreword.....	ii
Definition of Terms.....	iii
SECTION 1	1
HUMAN RESOURCE POLICY	1
1.1 Introduction	1
1.2 Vision	1
1.3 The Mission of the University	1
1.4 Objectives.....	1
1.5 Scope	1
SECTION 2.....	2
EMPLOYEE RESOURCING	2
2.1 Introduction	2
2.2 Recruitment	2
2.3 Selection.....	2
2.4 Deployment.....	2
SECTION 3.....	4
REWARD SYSTEM	4
3.1 Introduction	4
3.2 Salary scales and entry points.....	4
3.3 Allowances	5
SECTION 4.....	6
HUMAN RESOURCE ADMINISTRATION	6
4.1 Introduction	6
4.2 Induction	6
4.3 Salary Administration	6
4.4 Duty Allocation	6
4.5 Deployment and Re-Deployment.....	6
4.6 Medical Benefits.....	7
4.7 Staff Welfare Administration	7
4.8 Staff Records.....	8
4.8.1 Employee Records	8
4.8.2 Disposal of Personnel Records	9
4.9 Workplace Safety.....	9
4.10 Leave	9
4.10.1 Annual leave	9
4.10.2 Sabbatical Leave.....	9
4.10.3 Study Leave	10
4.10.4 4.9.4 Special Leave.....	10
4.10.5 Maternity and Paternity Leave.....	10
4.10.6 Sick Leave.....	10
4.11 Code of Conduct and Discipline.....	11

4.12	Retirement	11
4.13	Resignation	12
4.14	Staff Performance Appraisal.....	12
SECTION 5.....		13
TRAINING AND DEVELOPMENT		13
SECTION 6.....		14
EMPLOYEE RELATIONS		14
SECTION 7.....		15
MONITORING AND EVALUATION		15
SECTION 8.....		16
REVIEW AND REVISION OF POLICY		16

SECTION 1

HUMAN RESOURCE POLICY

1.1 Introduction

The quality of services provided by the University of Nairobi is directly dependent on the quality of its staff who are the providers of such services. Indeed, the university of Nairobi vision is anchored on excellence in service delivery. This policy provides a broad framework with specific guidelines to the institutions stakeholders, particularly the council, the management and the staff.

1.2 Vision

A world-Class University Committed to Scholarly Excellence

1.3 The Mission of the University

To provide quality university education and training to embody the aspirations of the Kenya people and the global community through creation, preservation, integration, transmission and utilization of knowledge

1.4 Objectives

- a) To ensure a standard approach to human resource management
- b) To enhance efficiency and effectiveness in service delivery
- c) To institutionalize best practices in human resource management
- d) To enhance compliance with the Constitution of Kenya (2010) and other relevant laws
- e) To enhance compliance with the University's strategic plan and Quality Management System.

1.5 Scope

The policy covers the entire spectrum of human resource management comprising Employee Resourcing, Reward System, Personnel Administration Training & Development, and Employee Relations.

SECTION 2

EMPLOYEE RESOURCING

2.1 Introduction

University of Nairobi is an equal opportunity employer and complies with existing government laws and regulations governing recruitment of workforce. All recruitments are undertaken competitively and positions are advertised internally and externally as the case may be, in both electronic and print media. Employee resourcing involves Recruitment, Selection, and Deployment processes and is administered by the office of Deputy Vice-Chancellor, Administration and Finance.

2.2 Recruitment

Recruitment and selection of staff will be based on the guidelines set out in the Staff Recruitment and Selection Policy (Kagiko Report). An employee may be appointed on any of the following terms of service:-

- a) Permanent and pensionable appointment
- b) Specified appointment Contract
- c) Temporary appointment

In all cases appointments will be made in accordance with the approved establishment and specifications in respective fields.

2.3 Selection

In making selection for appointment, candidates shall be considered on the basis of their academic and professional qualifications and suitable candidates will be considered through the relevant staff appointment committees.

2.4 Deployment

All employees selected for recruitment by the University shall be issued with a letter of appointment in accordance with their terms of service. The duties of a member of staff shall comprise those of the office in which he is employed and any appropriate

duties which may be assigned by the immediate supervisor or any other authorized officer. Every officer shall have a job description reflecting their duties.

Members of staff who are offered and have accepted Permanent and Pensionable appointments shall be confirmed in the appointment after successfully completing their probationary period.

Appointment on specified contract terms shall apply to vacancies that cannot be filled on permanent terms or where suitable candidates can only be appointed on such a contract.

The University may from time to time engage temporary employees at such daily rates of pay, at the Gazetted rates by the Ministry of Labour. Term employees may be appointed for a period not exceeding three (3) months in continuous service.

SECTION 3

REWARD SYSTEM

3.1 Introduction

Reward system covers all remuneration and emoluments related to work for which an employee was appointed. These include determination of salary and wages, annual increments and allowances. It is the policy of the University to offer a salary and benefits package which will attract and retain the services of well-qualified staff and developed human resources with the requisite skills to respond to the demands of the University and the market.

3.2 Salary scales and entry points

Members of staff who get recruited are placed in their respective grades of the job group and offered salary scales and entry points as may be recommended by the relevant appointment committee. Each grade shall have a salary scale showing minimum and maximum salary payable and the salary progression for the grade.

- a) Except where otherwise specified, an employee appointed on permanent and pensionable terms will be given incremental salary at the approved rate for each complete year of service. The annual increment will stop when the last notch on the scale is reached. Annual salary increments for staff will be as prescribed in the salary schedules annexed to the respective Terms of Service.
- b) Appointments on promotion shall be based on the Staff Recruitment and Selection Policy (Kagiko Report).

3.3 Allowances

Allowances are payable to employees as appropriate and at such rates as is determined by the Council from time to time. The following allowances are payable.

- a) House allowance
- b) Responsibility allowance
- c) Acting allowance
- d) Subsistence allowance when traveling on duty within and outside Kenya
- e) Daytrip allowance
- f) Clinical allowance
- g) Entertainment allowance
- h) House to office allowance
- i) Leave Travelling allowance
- j) Telephone allowance
- k) Hardship allowance
- l) Passage and Baggage allowance
- m) Transfer allowance

SECTION 4

HUMAN RESOURCE ADMINISTRATION

4.1 Introduction

The period of appointment contract is effective from when the staff accepts offer of appointment to the point of exit from employment. The letter of appointment includes salary administration, duty allocation, Medical Benefits, Relocations, Staff Welfare and administration, Health and Safety, Leave, staff discipline and separation.

4.2 Induction

Upon recruitment, deployment, re-deployment and promotion, the employee shall undergo induction for a specified period of time.

4.3 Salary Administration

Salaries and Wages are set out in the respective Terms of Service for the particular staff in their letters of appointment and any increments are as given in the salary schedules and the respective Collective Bargaining Agreements. For each appointment, the point of entry to the scale shall be specified in the letter of appointment.

4.4 Duty Allocation

The duties of a member of staff shall comprise those for which they are appointed and any other duties assigned by the immediate supervisor or any other authorized officer. Every officer shall have a job description.

4.5 Deployment and Re-Deployment

An employee may be deployed or re-deployed to any Unit and his job re-designated as the Vice-Chancellor or any other duly authorized Officer, may direct from time to time.

4.6 Medical Benefits

- a) The University provides non-contributory Medical Scheme for members of staff and their immediate families. Eligibility to the scheme shall be based on the applicable terms and conditions of service.
- b) The University shall meet hospital charges on behalf of the member of staff or a member of their family over and above the National Hospital Insurance Fund's rebate subject to specified limits given in their respective Collective Bargaining Agreements (CBAs).
- c) The University will meet the cost of drugs to a member staff and his family, through its own dispensing unit on prescription by a University appointed doctor or through such other arrangements as it may make from time to time
- d) Dependent children of members of staff, (including legally adopted children) are eligible, provided they are below 22 years of age.
- e) Children in the above category over the age of 21 who are undergoing an approved full-time course or other approved education shall be included in the Medical Scheme free of charge.

Children in the above category who are over the age of 21 and who are disabled and, in the opinion of the Council, are wholly supported by the member of staff shall be included in the Medical Scheme.

4.7 Staff Welfare Administration

- a) **Housing** - Allocation of University quarters to staff is made by the Housing Allocation Committee in accordance with University Housing Regulations as approved by Council. Members of staff allocated housing shall be required to pay rent as specified in the letter of allocation.
- b) **Demise in Service** - The employer shall provide a specified amount for a member of staff who dies in service which will cater for coffin and hearse. This shall be paid upon presentation of death notification by the Chief Medical Officer and Burial Permit
 - i) The employer shall continue to provide mortuary fee waiver at

Chiromo Funeral Parlour for the departed member of staff

- ii) The employer shall provide a hearse and mortuary fee waiver for an employee's departed spouse and dependants.
- c) The University has other optional welfare services available to staff.

4.8 Staff Records

Human Resource Records Management shall be carried out in compliance with the Records Management Policy.

4.8.1 Employee Records

- a) The University shall maintain a system for receiving, capturing and storing employee data to ensure all employee records are maintained at the highest level of confidentiality, accuracy, authenticity and security during the employee's period of employment and after.
- b) Main employee records shall be maintained in the Personnel Registry in Central Administration and the respective College Registries. Information in employee's records shall include:
 - i) Name, Age, Permanent Address and Sex
 - ii) Name of employer
 - iii) Date of Commencement of employment
 - iv) Form and duration of contract
 - v) Place of work
 - vi) The remuneration, scale or rate of remuneration, the method of calculating that remuneration and details of any other benefits
 - vii) Intervals at which the remuneration is paid
 - viii) Application letters, letter of appointment, copies of certificates and verification of references, performance appraisal reports, promotions, leave, termination letters and
 - ix) Any other relevant data on employees.

- c) Access to employees' records shall be restricted to authorized staff.
- d) Provision of information on staff to non- University employees shall be limited to court orders or authority by the Vice-Chancellor.

4.8.2 Disposal of Personnel Records

Employee records of the University shall be disposed off in line with the Records Management Policy and any other relevant laws and policies of the Government.

4.9 Workplace Safety

The University is committed to a safe workplace as provided in the Safety Plan. Employees are encouraged to take reasonable steps to ensure their own safety, health and welfare in the workplace.

4.10 Leave

4.10.1 Annual leave

- a) Annual leave shall be earned in a calendar year from 1st January to 31st December or such portions thereof depending on how long the member of staff has been in the service of the University.
- b) On first appointment a member of staff is required to serve for at least six months before being granted any annual leave.
- c) The entitlement of annual leave days for each staff member is prescribed in their respective Terms of Service.

4.10.2 Sabbatical Leave

Sabbatical leave will be granted to members of staff as provided in the individual member's Terms of Service. Applications for sabbatical leave shall set out in detail, the course of study proposed, the duration of leave requested and the financial assistance sought. Applications shall be sent to the Vice-Chancellor through the Head of Departments/Units, Chairman, the Dean/ Director/ and the Principal, with a copy to the Deputy Vice-Chancellor (A&F).

4.10.3 Study Leave

The management shall have discretion to accept or reject an application for study leave. Study leave shall be for a specified duration as approved by Council.

4.10.4 4.9.4 Special Leave

The Vice-Chancellor may grant Special Leave such as compassionate reasons, attendance of specified conferences, workshops, seminars and field trips.

4.10.5 Maternity and Paternity Leave

- a) A Female employee shall be entitled to three months maternity leave with full pay
- b) No Female employee shall forfeit her annual leave entitlement on account of having taken her maternity leave
- c) A Male Employee shall be entitled to two weeks paternity leave with full pay

4.10.6 Sick Leave

A member of staff who is prevented by illness from carrying out his duties, is required, to furnish a medical certificate to this effect within two consecutive working days of absence. Sick leave may then be granted in accordance with the following rules specified in the Terms of Service.

In the case of a member of staff with less than one year's service who is unable to carry out his duties for reasons of ill-health, certified by a University Medical Officer, the period of paid sick leave will be restricted to three months after which the position shall be reviewed by the Council.

4.11 Code of Conduct and Discipline

a) Dress code and Hygiene

A member of staff shall maintain appropriate and decent mode of dressing and personal hygiene at all times. However, on Fridays members of staff may wear University branded T-shirt or shirts.

b) Rules of conduct and discipline

An Officer shall comply with requirements of the Code of Conduct and Ethics for Public Universities, code of conduct for University of Nairobi as provided in the Terms of Service and the Employment Act (2007).

c) Staff Discipline

The University shall invoke the appropriately constituted committees to handle staff disciplinary matters at every level as provided in the Statutes.

4.12 Retirement

Early retirement applies to staff of all cadres from 50 years; normal retirement age shall be 70 years for all teaching/Research members of staff; normal retirement for non-teaching staff shall be 60 years and it is provided for that persons with disabilities shall retire at the age of 65 years upon medical certification and approval by the Council.

A member of staff who reaches the retirement age will be required to cease duty on date he attains retirement age. A member of staff who has been in the pensionable service of the University and has attained the age of 50 years may apply for early retirement. Retirement benefits would be payable as provided for under the Trust Deed and UNPS 2007 Rules for the eligible staff or the NSSF where applicable.

Where an employee is deemed incapable of discharging their duties due to medical reasons, the University Management Board shall appoint a Medical Board to prepare a report as per the Terms of Service.

4.13 Resignation

A member of staff may resign from his post by giving notice or by paying, in lieu of notice as specified in the letter of appointment.

4.14 Staff Performance Appraisal

- a) The University is committed to the achievement of its strategic objectives through effective management of its performance by encouraging a culture of continual improvement. Performance management system puts emphasis on setting mutually agreed targets between the supervisor and the employee.
- b) The University shall administer Performance Appraisal once every year or any time as may be directed by authorized officer.

SECTION 5

TRAINING AND DEVELOPMENT

Training and Development is geared towards promoting institutional performance. This is achieved through appropriate and progressive training and development as provided for in the Training and Development Policy whose aims are to:

- a) Establish clear procedures for identifying, prioritizing, planning, monitoring and evaluation of staff training and development.
- b) Ensure that employees of the University have equal access to training and development, according to their assessed training and development needs.
- c) Prioritization of training needs will be based on:
 - i. Training that enables the University to fulfill its strategic objectives
 - ii. Training that pertains to any organizational statutory or mandatory obligation
 - iii. Training to address gaps in the skills/knowledge identified in the Training Needs Survey and necessary for the individual to perform their job effectively
 - iv. Training to further improve the individual's standard of work performance.

Members of staff who qualify, shall be from time to time and on request be granted study or sabbatical leave or time off to pursue further studies or research.

SECTION 6

EMPLOYEE RELATIONS

The University will continue to comply with the legal framework that guides labour relations in promoting effective employee relations. The University shall continue to be guided by the Constitution of Kenya, 2010; and the respective Collective Bargaining Agreements.

There are three registered and recognized unions to which members of staff may belong. These are: University Academic Staff Union (UASU), Kenya Universities Staff Union (KUSU) and Kenya Union of Domestic, Hotel, Educational Institutions, Hospitals and Allied (KUDHEIHA) workers union which negotiate for their Terms of Service.

The agreed terms are contained in Collective Bargaining Agreements (CBAs) which are registered as provided by Law.

SECTION 7
MONITORING AND EVALUATION

Implementation of the Policy shall be monitored and evaluated annually

SECTION 8

REVIEW AND REVISION OF POLICY

The review and revision of this policy shall be done as and when need arises.