

# **KITUO CHA SHERIA HUMAN RESOURCE MANAGEMENT POLICY**

**(Legal Advice Centre)**



*'We Care for Justice'*

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**Preamble**

KITUO CHA SHERIA ( The Centre for Legal Empowerment ) was started as a non-profit organization in 1973 at Shauri-Moyo in the East of Nairobi, by a small core group of practicing lawyers who recognized that inadequate access to justice was undermining the fundamental human rights of the poor and marginalized in Kenya. The founders were driven by lack of state provision for legal aid to ordinary Kenyans, except in the case of people charged with some capital offences.

Over the years it became apparent that the traditional approach of providing legal aid was not effectively solving the problems of the disadvantaged. It was evident that lack of human rights rather than poverty was the main problem afflicting the poor. In response to this challenge KITUO has redefined its mission statement and articulated a new vision and core values on which the future trajectory of the organisation will be based. Henceforth KITUO will focus on its core competencies namely land and labour rights. To achieve these twin objectives KITUO will lobby for the reform of oppressive laws through community partnerships, legal research and the advocacy of legal and human rights. However, the provision of legal services to the poor will remain the cornerstone and operating philosophy that underpins the structure of KITUO's outcomes and services delivery systems.

### **Mission Statement**

To empower the poor and marginalized people to effectively access justice and realize their human and people's rights through advocacy, networking, lobbying, legal aid, legal education, representation and research.

### **KITUO's Vision**

A society of equity and justice for all

*KITUO will be the leading legal and human rights organization recognized throughout the country for its commitment to the enhancement of justice and equity through the respect, protection and promotion of legal and human rights so that the poor and marginalized can attain an adequate standard of living worthy of human dignity. KITUO's hallmark will be the innovation, initiative and teamwork of its multidisciplinary workforce and the ability of the organization to anticipate opportunities and effectively respond to emerging social-economic, political and technological challenges. In this respect, KITUO's strategic direction and the thrust of its work will be geared towards the day when 'Access to Justice for All' Kenyans becomes a reality.*

### **KITUO's Core Values**

In order to achieve the stated mission and vision, KITUO has institutionalized a new culture and ethos based on the following 7 core values:

- Respect for human rights;
- Commitment to justice and equity for all;
- Solidarity with pro-poor individuals and agencies;
- Courage in promoting social transformation and empowerment of the poor and marginalized;
- Service through volunteerism;
- Transparency, reliability and accountability in its relations with its stakeholders;
- Obligation to upholding the rule of law
- Professionalism

### **Introduction**

Human Resource (HR) management is concerned with the “people” dimension of an organisational set-up. Since KITUO is made up of employees, acquiring their services, developing their skills, motivating them to high levels of performance and ensuring that they continue to maintain their commitment to the organisation are essential to the achievement of KITUO’s objectives. The overall purpose of HR management in KITUO is to ensure success through people. Specifically, HR management aims to:

- Provide a range of services, which support the achievement of KITUO’s, objectives as part of the process of running the organisation.
- Enable KITUO to obtain and retain skilled, committed and well-motivated workforce.
- Develop an environment in which harmonious relationships, teamwork and flexibility can flourish.
- Ensure that employees are valued and rewarded for their achievement and results.
- Enhance and develop the inherent capacities of employees by providing learning and continuous development opportunities.
- Adopt an ethical approach to managing employees, which is based on concern for people, fairness and transparency.
- Foster an environment where equality of all employees regardless of gender, religious affiliations, age, physical ability race and origin (as long as performance of work is not hindered), in regard to recruitment, promotion, responsibilities awarded and access to training opportunities is guaranteed

The above HR management objectives can only be achieved through clearly defined policies and procedures. HR policies provide continuing guidelines on the approach that KITUO has adopted to manage its human resource. They define the philosophy and values of KITUO on how employees should be treated, and from these are derived the procedures upon which managers are expected to act when dealing with HR matters. These HR policies therefore serve as an important reference point when decisions are being made concerning employees. However, in the event of unusual situations, these will be evaluated and analysed on a case by case basis.

HR policies help to ensure that when dealing with matters concerning employees, an approach in line with KITUO’s values is adopted throughout the organisation. They provide a framework within which consistent decisions are made and promote equity in the way employees are treated. The HR policy manual will help both new and existing employees to better understand their role in the organisation so as to perform to the best of their ability.

The policies and procedures contained in this HR manual are subject to modification or further development in response to changing circumstances. In this regard, KITUO’s Board of Directors reserves the right to delete, change and add any other policy or procedure at any time for any reason without notice. All employees will be subject to the policies and procedures contained in this HR manual without exception.

## **POLICY No. 1: General Employee Responsibilities**

**Policy Statement:** In order for KITUO to effectively accomplish its stated objectives it expects its employees to behave responsibly when performing their duties and also when interacting with clients and the general public. Coordinators of specific functional areas are required to review these items as part of the orientation process for new employees. All employees of KITUO are required to observe the following regulations without exception:

- [1] **Discharge of Duties:** Employees shall be responsible for the proper and efficient discharge of their duties as well as the efficient and economic use of organisational resources.
- [2] **Working Week and Hours of Work:** The working week for KITUO shall be from Monday to Friday except on public holidays. All employees shall be required to maintain an 8-hour day and a 40-hour week. Standard reporting time is at 8.00 a.m. and work day ends at 5.00 p.m. Lunch break is one hour observed between 1.00 p.m. and 2.00 p.m. However due to different work activities and requirements, client appointments and fieldwork requirements, or to allow employees to pursue further education, employees can arrange for different working times with their supervisors. These times are available in the following time blocks: 7.00 a.m. to 4.00 p.m, 8.00 a.m. to 5.00 p.m. and 9.00 a.m. to 6.00 p.m. This shall however only be done with the approval of the Programme Coordinator and in knowledge of the person in charge of the human resources management function. Arrangements made **MUST** ensure that the standard 8 hour day and 40 hour week is observed Employees who may be required to work on weekends will be informed.
- [3] **Absence:** All absence from the normal place of work must be authorised beforehand by the immediate supervisor. No employee shall be absent from duty during office hours or leave their designated place of work without obtaining prior permission or without reasonable cause.
- [4] **Dress:** All employees shall be expected to dress appropriately consistent with acceptable office standards and in a manner, which avoids giving offence or impacting negatively on KITUO's image and reputation.
- [5] **Outside Employment:** An employee's contract of employment is based on the assumption that during the entire working time, the employee is at the disposal of KITUO. All employees shall devote the whole of their working time to the service of KITUO. This means that employees are expected not to engage in any outside activity whether for pay or not, which may conflict with the interests of KITUO.
- [6] **Conduct Towards the Public:** Employees' conduct towards the public shall at all times be courteous and obliging. They shall take care to give correct information regarding the performance of their duties. All complaints by clients must immediately be brought to the attention of the Executive Director. Employees shall not conduct themselves at any time in such a manner as to bring KITUO into disrepute.
- [7] **Gifts and Other Benefits:** Employees may not seek or accept payment, loans, services, entertainment or other benefits from an individual or representative of any concern doing or seeking to do business with KITUO. However any gifts received as a token of appreciation must be disclosed to the Executive Director. Gifts of

appreciation to employees should not be of a value higher than Kshs. 1000. If higher than this limit, the gifts will be regarded as a donation to KITUO as an institution.

- [8] **Confidentiality:** Client information must be kept strictly confidential and must not be discussed outside the office. Failure to treat client information confidentially is a breach of policy that can result in summary dismissal.

## **POLICY No. 2: Equal Opportunity and Diversity Programme**

**Policy Statement:** KITUO's objective is to ensure that no job applicant or employee receives less favourable treatment, directly or indirectly, on the grounds of age, sex, disability, marital status, religion, denomination, race, colour, ethnic or national origin. KITUO will implement a positive and continuing programme of action to make this policy fully effective by adhering to the following guidelines:

[1] **The recruitment process**

- Have accurate, up-to-date job descriptions which are not biased
- Avoid over-inflated job criteria when preparing person specifications
- Guard against gender stereotyping in job advertisements and recruitment literature

[2] **The interview process**

- Provide a structured interview form to guide the selection panel
- Avoid discriminatory questions, although interviewers can discuss with applicants any domestic or personal circumstances which might have an adverse effect on job performance as long as this is done without making any discriminatory assumptions based on the sex, race, ethnic background or any other such orientation of the applicant.

[3] **Training**

- Check that women and men have equal opportunities to participate in training and development programmes.
- Ensure that selection criteria for training do not discriminate against women.

[4] **Promotion**

- Ensure the performance review procedure do not discriminate against women.
- Avoid perpetuating the effects of past discriminatory practices in selection for promotion.
- Do not presume that women employees do not want promotion.

- [5] In summary, KITUO recognises that its human resource is composed of a diverse population of people with various talents, experiences, values and perspectives, which can be utilised in pursuit of increased productivity and delivery of high quality services.

KITTUO's policy on equal opportunity is therefore geared towards enabling individuals to achieve their potential within a supportive organisational culture which values a diverse workforce and recognises that individual differences can be harnessed to create a productive environment in which everybody feels valued, where their talents are fully utilised and in which organisational goals are met.

### **POLICY No. 3: Job Descriptions and Specifications**

**Policy Statement:** All jobs in KITTUO are defined through a comprehensive job analysis process. This involves compiling a detailed description of tasks, responsibilities and accountabilities. The process also includes an examination of the knowledge, skills, qualifications, training and relevant experience necessary for the satisfactory performance of the job.

Job analysis is a very important activity in the performance of the organisation because it is the prime mover of every function that involves HR management such as: recruitment and selection; training and development; performance management; job evaluation and grading, pay structure design; work redesign, HR planning as well as employee relations. All job description and specification must include the following key factors:

- **Job Identification:** This includes a job title, location of the job, reporting relationship and job reference code for classification and development of a computer based job analysis inventory.
- **Overall Purpose of the Job:** This is a concise summary of the job in terms of its responsibility, accountability and overall contribution to organisational objectives.
- **Specific Duties and responsibilities:** This details the specific responsibilities and accountabilities, which are described in terms of the actions to be taken. Both tasks and activities are identified.
- **Person specifications:** This describes the profile and human characteristics needed by the person performing the job. These requirements include job competencies such as, job knowledge, skills, abilities and other characteristics. The specifications must be well defined and related directly to success in job performance. Only *bona fide occupational qualifications (BFOQ)* can be used to discriminate among applicants for the job.
- **Interrelationships:** This deals with the relative level of internal and external contacts and interaction demanded by the job. Considered in this factor are the basic human relations skills which may be required to attract, persuade, influence, satisfy, delight and encourages both clients and stakeholders to continue the interaction.
- **Key Result Areas (KRA):** These are designed by the Programme coordinators and are designed to help managers to determine and specify individual performance targets aimed at

motivating employees to improve performance. It requires a clear definition of inputs, the workflow process, expected outputs, outcomes as well as social impact. The job description and specification shall be prepared by the head of function (Coordinators) and the person in charge of human resources and verified by the Executive Director and approved the Board of Directors.

## **POLICY No. 4: Recruitment and Hiring**

**Policy Statement:** The Board of Directors shall be responsible for approving KITUO's organisational structure and workforce establishment. All vacant positions must be verified against the approved establishment. KITUO is firmly committed to selecting and employing the best person on the basis of qualifications and experience.

Employment requisitions shall be authorised by the Board of Directors before advertising vacant positions. Approved vacancies shall be advertised internally, unless the Board of Directors is satisfied that there are no suitable internal candidates likely to be found, in which case the vacancy will be advertised externally. KITUO's recruitment procedure shall comprise the following steps:

- [1] All vacant positions must be filled competitively. In this regard, a job description and person specifications shall be the basis for preparing job advertisements. The minimum qualifications and experience for each vacancy will be stated in the advertisement.
- [2] After advertising the vacant position, a shortlist of suitable job applicants shall be prepared against the job specifications. In the case of externally placed advertisements, the minimum number of short listed applicants will be 5.
- [3] Applicants who do not possess the minimum qualifications and experience will not be considered.
- [4] Short listed candidates shall be tested and also interviewed by a panel to determine their suitability for the advertised position. The interview shall be based on the "Structured Job Interview Form".
- [5] The most qualified and suitable candidate shall be offered a letter of appointment, which must be signed and returned to the Executive Director within a period of 10 working days from the date of the offer letter. The candidate should also be given a copy of the HR policy to ensure that he/ she understands the rules and procedures of the institution and accepts to abide with them before accepting employment.
- [6] A vacancy may be filled temporarily by appointing someone in an "acting capacity". Whenever any person is required to act in a higher position for a period exceeding one calendar month they shall be paid acting allowance at the rate of 50% of the difference between the employee's actual salary and the actual salary paid to the higher position. Such appointments will not exceed one calendar year.
- [7] All promotions shall follow competitive recruitment and selection process in accordance with the above procedures.



- [8] The Board of Directors shall be responsible for recruiting and selecting candidates for management staff positions and the Executive Director shall be responsible for recruiting and selecting candidates for non-management positions, in accordance with the above procedures.
- [9] Whenever an external candidate is offered a job, the Executive Director shall be responsible for soliciting reference letters from all previous employers as well as the current employer. This must be done before the expiry of the probation period.

## **POLICY No. 5: Employment Contracts**

### **Policy Statement:**

KITUO shall employ people either on long-term contract or on temporary short-term contract of employment. KITUO will also accept interns who wish to expand their knowledge and skills by undertaking a practical training attachment.

### **[1] Casual Contract of Employment:**

Casual appointment refers to the engagement of a person whose terms provide for the payment of wages at the end of each working day and who is not engaged for a longer period than 24 hours at a time. A casual engagement can be terminated at the end of each day and does not attract any benefits. Employment under this type of contract should not exceed 3 months. This type of contract is appropriate for unskilled or semi-skilled labour such as artisans required only for lesser periods than one week at any given time.

### **[2] Short-Term (Temporary) Contract of Employment:**

Short-term appointment refers to the engagement of a person for a fixed duration not exceeding a period of more than one calendar year. This type of engagement is suitable for hiring temporary replacements at short notice, resulting from the sudden departure of an employee. An employee engaged on a short-term contract shall be provided with a consolidated monthly pay exclusive of benefits.

### **[3] Long-Term Contract of Employment (Non-Fixed Term):**

This type of employment contract refers to the engagement of a suitably qualified person to join KITUO's approved workforce establishment. Employees under this contract shall be entitled to receive basic salary, housing allowance, medical cover, accident insurance as well as life insurance cover. Employees engaged under this contract will be expected to serve a minimum probationary period of one month (maximum probationary period - 3 months). Likewise in the event of resignation, they will be expected to give KITUO one month's notice in writing or pay KITUO an equivalent basic salary of one month in lieu of notice.

### **[4] Fixed-Term Contract of Employment:**

This type of employment contract refers to the engagement of a suitably qualified person for a fixed duration of one year or more within the approved workforce establishment. At the end of the contract, the employment contract can be renewed based on the employee's superior performance and exemplary conduct. Employees engaged under this contract shall be entitled to receive a basic salary, housing allowance, medical cover, accident insurance as well as life insurance cover. Non-management employees and those not in senior management engaged under this contract will be expected to serve a minimum probationary period of 1 month. Employees in senior management will be expected to serve a minimum probationary period of 3 months. Maximum probationary period for all employees engaged under this contract will be

6 months. Likewise in the event of resignation, non-management employees and employees not in senior management will be expected to give 1 month notice or pay KITUO an equivalent of 1 month basic salary in lieu of notice while employees in senior management will be expected to give 3 months notice or pay KITUO an equivalent of 3 months basic salary in lieu of notice.

**[5] Interns on Practical Training Attachment:**

KITUO is committed to providing interns with opportunities to undertake practical training attachment for up to a maximum period of 6 months. KITUO will consider applications from interns actively pursuing a career in a legal, paralegal, and community occupations as well as any area falling under the function of finance and administration. Successful interns shall be required to complete and sign an Internship agreement with KITUO. Interns shall be offered a contract providing for a fixed monthly allowance to cover transport and meals. The fixed monthly allowance shall be determined by the Executive Director. All interns must strictly adhere to KITUO's HR policies and procedures.

## **POLICY No. 6: Reference Enquiry and Background Checks**

**Policy Statement:**

When a decision is made to make an offer of employment to the most suitable candidate after the final interview, KITUO will initiate a reference enquiry and background check to obtain confidential factual information about the candidate's work performance, attitude, character, behaviour and hence suitability for the vacant position. KITUO considers reference information as privileged as long as it is given without malice and is factually correct. The following procedures shall be observed:

- [1] The Executive Director will write to previous employers, where the candidate claims to have worked requesting them to confirm the following details:
  - What was the period of employment?
  - What was the job title and nature of responsibilities?
  - What was the basic salary at the time of leaving?
  - What benefits were provided at the time of leaving?
  - Why did the candidate leave your employment?
  - Would you re-employ the candidate (if not, why?)
  - Do you recommend the candidate for the position applied?
- [2] All reference enquiries and background checks shall be made in writing using the above format. If no response is immediately forthcoming, then a follow-up should be made on telephone. Some organisations are more likely to give an honest opinion orally than if they have to commit themselves in writing.
- [3] No attempt should be made to contact the candidate's present employer at this juncture, as this could jeopardise the candidate's current employment opportunities. If it becomes necessary to contact the present employer then prior permission must be obtained from the candidate.
- [4] Some candidates often withdraw at this stage, especially those whose purpose was to "test-market" themselves or to obtain a lever with which to persuade their present

employers to increase their pay. It is for this reason that it is recommended to hold one or two people in reserve.

- [5] Glowing or grudging references shall be treated with more caution especially when they dwell on character and suitability. In such cases allowances shall be made for prejudice and a further check shall be made to confirm the true position.
- [6] KITUO shall not contact personal referees who have not been in a position to supervise the candidate's work performance. Information received from such sources may constitute hearsay and be entirely unhelpful.
- [7] KITUO will confirm the job offer and prepare a contract of employment after obtaining satisfactory references and after the candidate has passed the required medical examinations confirming their fitness for employment.

## **POLICY No. 7: Working Hours**

### **Policy Statement:**

Depending on the different occupational categories at KITUO, employees are scheduled to work for 8 hours a day for a period of five working days from Monday to Friday, which brings it to a total of 40 hours per week. The official working hours are determined by the intensity of the work to be performed having regard to the variety of activities performed in the field. In fixing the normal workday, account must also be taken of such factors as the challenges posed by lobby and advocacy activities as well as the special demands brought about by community activities and litigation. It therefore follows that hours of duty may vary for members of the same occupation depending on whether they are performing in the office or in the field. The following procedures shall apply:

- [1] The working week for KITUO offices shall be from Monday to Friday except on public holidays. All employees shall be required to maintain an 8-hour day and a 40-hour week. Standard reporting time is at 8.00 a.m. and work day ends at 5.00 p.m. However due to different work activities and requirements, client appointments and fieldwork requirements, or to allow employees to pursue further education, employees can arrange for different working times with their supervisors. These times are available in the following time blocks: 7.00 a.m. to 4.00 p.m, 8.00 a.m. to 5.00 p.m. and 9.00 a.m. to 6.00 p.m. This shall however only be done with the approval of the Programme Coordinator and in knowledge of the person in charge of the human resources management function. It should be noted that regardless of the arrangements made all employees shall be required to maintain an 8-hour day and a 40-hour week. Employees who may be required to work on weekends and public holidays will be informed.
- [2] Employees must be ready to begin work at the stated starting time and may not leave work without permission until the stated finishing time.
- [3] Employees are allowed a lunch break of one hour duration between 1.00 p.m. and 2.00 p.m. However employees who are provided with lunch will be required to stagger their break in order to attend to any matters that may arise during the lunch hour such as attending to phone calls and client enquiries.
- [4] It may sometimes become necessary for employees to work longer hours. Employees required to work longer hours will be considered for a day-off in lieu, provided they

have accumulated 8 hours equivalent to a working day's work. Employees who have had to work over a public holiday are also entitled to a day- off in lieu.

## **POLICY No. 8: Induction/Orientation Programme**

### **Policy Statement:**

All newly employed staff and interns shall undergo an induction programme in order to familiarise them with KITUO's programmes, policies and procedures. The duration of the programme will vary depending on the level at which the employee is appointed. The main focus will be to ensure that a new employee understands KITUO's organisational structure, vision and the mission statement, core values and long-term objectives in order to align their performances to contribute to the organisation vision . The Finance and Administration Coordinator shall be responsible for drawing up an induction programme for all newly employed staff in conjunction with the Head of Function. However, in all cases the immediate supervisor shall be directly responsible for conducting the induction programme. The following procedures will be observed:

- [1] In reality, the induction programme begins before the individual joins the organisation. It is therefore important to provide short listed candidates with basic information about the organisation, job, working conditions as well as pay and benefits.
- [2] An Induction programme should be prepared when a candidate accepts the job offer and indicates the starting date. Ensure that the immediate supervisor knows of the new employee's pending arrival and what to do next.
- [3] New employees must be provided with a reporting time and the name of the person they will first meet. Care must be taken to avoid keeping the new employee waiting.
- [4] New employees must also be provided with clear directions if they have to report to a new location.
- [5] During the induction new employees should be encouraged to ask questions and all staff should be helpful in order to create a welcoming atmosphere.
- [6] The new employee should be provided with information regarding KITUO's historical background, organisational structure as well as HR policies and procedures.
- [7] The new employee should be provided with a job description defining their role in the organisation, the key result areas as well as performance measures.
- [8] The immediate supervisor should introduce new employees to the workplace; this should always start with the Executive Director and the senior management team followed by other employees.
- [9] Once the introductions are over, the immediate supervisor should ensure that the new employee is taken for a tour of the workplace and shown all the essential facilities before being taken to their workstation.
- [10] The induction should continue during the probationary period through careful monitoring and counselling in order to ensure that the new employee adjusts to the new workplace.

## **POLICY No. 9: Performance Management**

### **Policy Statement:**

KITUO has put in place a Performance Management System (PMS) as a vehicle for institutionalising targeted changes and galvanising management action. The performance management system is intended to link employee activities with organisational goals. The performance management information will also be used for making administrative decisions regarding annual salary increments, promotions, transfers as well as terminations. Finally, performance management will be used to assess training needs and also to make decisions regarding training and career development. The following procedures shall apply:

[1] Each employee's performance will be evaluated at least once every year. However, new employees will have their performance evaluated before the end of the probationary period and before confirmation of the employment contract.

[2] The first step in implementing the performance management system requires the formulation of performance agreements or contracts, which define expectations, the results to be achieved and the competencies required for attaining the results. In other words, performance agreements must be **S**pecific, **M**easurable, **A**greed, **R**ealistic and **T**ime-based (SMART).

[3] The second step involves defining the critical performance factors against which performance will be evaluated. Performance ratings must lay more emphasis on the developmental rather than the punitive aspects of employee performance.

[4] The third step requires the development of an action plan intended not only on improving employees' current job performance, but also to build their capacity to take on wider responsibilities. The action plan therefore is intended to contribute to the policy of continuous learning, which is necessary for improving organisational effectiveness.

[5] The fourth step involves the concept of continuous performance management process, which should be carried out through reference to agreed objectives and improvement plans. In this regard, progress reviews should take place informally and through formal team meetings. During these meetings effort should be made to deal with performance problems and to ensure that agreement is reached on the action and timeframe required for improving performance.

[6] The fifth step requires proper documentation of the performance management process. Performance management forms should be used as working documents. Appraisers and appraisees must complete the performance management documents jointly as reference documents setting out objectives and plans. A record of performance achievements must also be maintained setting out an action plan to improve performance or develop job related competencies.

[7] The sixth and final step involves feeding back the performance information to an employee so that they can correct any deficiencies. KITUO emphasises the 360-degree or multirater performance assessment comprising of immediate supervisors, peers, subordinates and external clients. The 360-degree feedback is a means of establishing how successful individuals and teams are in achieving results. The emphasis is placed on competencies and the feedback is directed at describing performance rather than judging and apportioning blame.

## **POLICY No. 10: Training and Career Development**

### **Policy Statement:**

KITUO is committed to employing and maintaining the most highly skilled and trained workforce. KITUO's training philosophy is based on continuous training in order to develop the competence of employees and improve job performance. KITUO aims to encourage continuous development of employees by using a personal development plan (PDP) (please refer to the back of this policy document to find the PDP form). The purpose of personal development planning is to enable self-development and self-fulfilment by providing individuals with the development they need to meet objectives. This will in turn assist staff in their current job by providing targeted development to enhance delivery of their role. It also provides support for those staff to change in line with the department and Kituo cha Sheria objectives. PDP's will form an integral part in succession planning and employees may be given opportunities to try out certain jobs to assess their suitability and acceptance of the job.

All training activities will be based on systematic training needs assessment (TNA) in order to ensure equity and fairness. The emphasis shall be placed on on-the-job training, however, external training may be provided to broaden employees' minds thus overcoming the tendency towards insularity. The following procedures shall apply:

- [1] Training needs shall be analysed during the annual performance management evaluation, which shall take place at least 3 months before the close of KITUO's financial year. At this point employees should fill out the personal development plan form with the aid of their Head of Department (Coordinator). Finance and Administration Coordinator's office will provide the Personal Development Plan form.
- [2] Employees together with other team members (peers, subordinates and immediate supervisors) will be responsible for critically analysing each employee's performance deficiencies in terms of knowledge, skills, attitudes and behaviours and thereafter make specific training recommendations.
- [3] The Finance and Administration Coordinator shall be responsible for preparing the annual training plan and budget based on the outcome of the training needs assessment exercise.
- [4] KITUO places great emphasis in applying an "on-the-job" training approach, through planned experience, peer coaching and undertaking relevant assignments. This approach will be supplemented by "off-the-job" training to extend knowledge, fill in critical gaps, develop skills and modify attitudes.
- [5] Nomination of employees to participate in fully sponsored training programmes funded by donors, whether local or overseas will be based on merit and equity.
- [6] KITUO shall support employees who enrol to study privately in recognised institutions for approved courses that are directly relevant to their work. Such employees will be granted salary advances to pay fees and buy approved textbooks. The advance shall be recovered from the payroll beginning the immediate next salary.
- [7] KITUO shall in principle grant study leave as well as examination leave in accordance with Policy No. 19 of these procedures.

- [8] Employees who are granted unpaid study leave shall be bonded to work for KITUO for a period of one year. Those granted paid leave shall be bonded to work for KITUO for a period of two years.
- [9] Employees who participate in external training programmes will be required upon their return to deliver a brief presentation describing the major highlights of the training programme and also to address any such questions concerning the study programme from other employees.

## **POLICY No. 11: Job Evaluation and Pay Structure Design**

### **Policy Statement:**

The primary purpose of job evaluation is to determine the value of different jobs within KITUO using a systematic approach as a basis for payment purposes. The outcome of job evaluation is a grading structure, which defines KITUO's internal equity and job worth. KITUO shall use the Factor Point rating (FPR) method of job evaluation, which is an analytical and quantitative method using factors such as skill, effort, risk, responsibility and job conditions to ultimately determine pay differentials. Job evaluation lays the foundation for establishing external equity. This involves analysing the external labour market to determine the prevailing rates of pay in selected benchmark organisations. The following procedure shall be used in evaluating, classifying and grading jobs in KITUO:

- [1] Job evaluation shall be conducted after every 5 years or whenever a new job is created. This should be part and parcel of the strategic management process. Before conducting job evaluation comprehensive job descriptions and person specifications must be prepared and approved by the Board of Directors.
- [2] A pay survey targeted at comparable benchmark organisations within the NGO sector shall be conducted after every 2 years. The outcome of the survey will facilitate the development of new pay structure (salary and benefits). The new pay budget resulting from this exercise must be approved by the Board of Directors before implementation.
- [3] The Finance and Administration Coordinator will be responsible for developing the job evaluation and remuneration survey plan and budget detailing the activities to be undertaken, input requirements as well as expected outcomes for approval by the Board of Directors.
- [4] Appeals against the outcome of the job evaluation exercise shall be made to the Executive Director, who will make a decision on whether the job shall be re-evaluated or not. In case of re-evaluation the case shall be presented to the Board of Directors whose decision shall be final and binding.
- [5] The following is the approved job grading structure for KITUO:

<b>JOB GRADE</b>	<b>JOB TITLE</b>
E1	Executive Director
M2	Coordinator

MM3	Legal Officer; Community Officer; Accountant; MIS Support Specialist; Personal Assistant/Administrative Secretary Programme officer RCD
SS3	Administrative Assistant; Account Assistant, Programme Assistant Senior Paralegal Clerk
SS2	Paralegal Clerk; Receptionist Driver/ Messenger
SS1	Caretaker Temporary Staff Guards Volunteer /Interns

**KEY:** E=Executive;  
M=Management;  
MM=Middle Management  
SS=Support Services  
( Senior Management = E1 and M 2)

## **POLICY No. 12: Salary Payments and Acting Allowance**

### **Policy Statement:**

Although KITUO is a non-profit making organisation, all efforts will be made to ensure that employees are paid monthly salaries above the minimum stipulated wages, in order to ensure that employees receive wages consistent with the maintenance of a decent standard of living. For this reason the salary structure shall be developed after undertaking a systematic job evaluation and salary survey. The payment of salaries will be based on the following procedure:

- [1] Salaries shall be paid one month in arrears less statutory deductions and employees shall be liable to payment of statutory tax as provided under the law.
- [2] Employees shall be required to provide their bank accounts to facilitate payment of salaries by cheque. No salaries shall be paid in cash under any circumstances.
- [3] Salaries shall be paid monthly in arrears based upon the actual number of hours and days worked during each month, taking into account any working days when the employee was absent from work without reasonable cause.
- [4] Salaries shall not be paid in advance, except in compassionate cases. Such requests must be made in writing to the Finance and Administration Coordinator giving full reasons to justify consideration and the advance must be repaid from the immediate next salary. However, employees must maintain a balance of at least 40% of their gross salary after deductions. If an employee is not satisfied with the Finance and Administration Coordinator's decision, he/ she can make an appeal to the Executive Director in writing.



- [5] Employees who are proceeding on annual leave may be considered for a salary advance provided a request is made in writing to the Executive Director one month in advance.
- [6] Each employee's salary will be reviewed at least once each year. However, this will depend on the availability of funds for such purposes.
- [7] Annual salary increments may be granted to qualified employees based on the outcome of the performance management report. The Board of Directors must approve such salary increments before payment.
- [8] Annual salary increments shall not be granted to employees facing disciplinary action or whose performance has been assessed as needing improvement. Such increments shall usually be withheld and deferred until a final decision is made on the employees continued employment.
- [9] Whenever any changes are made that may affect the payment of monthly salaries, employees shall be informed in order to enable them to make any necessary adjustments to cope with the change.
- [10] Whenever any person is required to act in a higher position for a period exceeding one calendar month they shall be paid acting allowance at the rate of 50% of the difference between the employee's actual salary and the actual salary paid to the higher position.

## **POLICY No. 13: Environment, Safety and Health Policy**

### **Policy Statement:**

Kituo cha Sheria is committed to the Health, Safety and Welfare of its employees, volunteers, interns, clients and the members of the public that use its premises. KITUO is also committed to the preservation of the environment, promotion of its restoration and prevention of its further degradation. The purpose of this policy is to ensure safe and healthy working conditions are maintained for all employees at Kituo Cha Sheria, to ensure safe and healthy environment for KITUO's clients, volunteers and visitors and to ensure safeguarding of the environment. Employees are required to help maintain a healthy and safe work environment by reporting hazards, accidents and dangerous occurrences to the Finance and Administration Coordinator and by observing the following regulations: -

- Keep all emergency exits clear
- Smoking is allowed only at the designated smoking areas
- Littering of KITUO premises, clients' environments, streets and/ or parking areas especially when in the KITUO car or in KITUO identifiable gear is prohibited.
- Employees are encouraged to keep their work areas clean.
- Employees are encouraged to help conserve the environment by using email for internal communication, if it is absolutely necessary to use envelopes, recycle envelopes for internal correspondence, switch lights that are not being used off, avoid wastage of water and recycling of paper for un-official correspondences as well as printing on both sides of the printing paper...
- Employees are required to attend all safety training organised by the organisation
- No person is allowed to make any alterations to the electrical installation without prior agreement from the Finance and Administration Coordinator

- Portable electrical appliances will be maintained, inspected and tested routinely. This will be done annually, or at a duration that has been suggested by the contractor performing the tests.
- Electrical equipment should be used safely, following the manufacturer's instructions. Do not overload sockets, avoid using extension leads and take care to prevent tripping hazards when laying cables
- Extinguishers must not be removed from their locations except in an emergency, or for the purposes of carrying out maintenance.
- Fire extinguishers should only be used by persons competent and trained in their safe use.
- Any person discovering a hazard must inform the Finance and Administration Coordinator as soon as possible. In the case of serious and immediate danger, the correct emergency procedures must be followed.

Management of KITUO will also endeavour to make KITUO's premises useable and friendly to people living with disabilities.

## **POLICY No. 14: Safari Advance**

### **Policy Statement:**

It is recognised that there will be occasions when employees will be required to work on assignments out-of-town that will necessitate overnight accommodation. In such cases employees will be expected to requisition for safari advance to cover travelling costs, meals and accommodation. The following procedures shall apply:

- [1] Employees will be expected to use public transport when working on assignments outside their immediate workplace, unless KITUO provides alternative transport arrangements.
- [2] In order to facilitate travelling arrangements, employees should requisition for sufficient funds at least 7 working days in advance. The requisition must indicate the purpose and location of the journey, length of stay and actual dates of travel, breakdown of the activities to be undertaken as well as anticipated expenses to be incurred.
- [3] The requisition must be authorised by the immediate superior and approved by the Executive Director before being forwarded to the Finance and Administration Coordinator. Employees are advised to allow for a minimum of two working days before the advance can be processed.
- [4] The rates for meals and accommodation shall be determined and approved by the Board of Directors from time to time taking into consideration the prevailing cost of such services. The approved rates can be obtained from the office of the Finance and Administration Coordinator.
- [5] Employees are required to account for the safari advance within the first two weeks of their return by providing a breakdown of their expenses. The employee's immediate superior and the Executive Director must approve this account before being forwarded to the Finance and Administration Coordinator.

- [6] Employee's who fail to account for the safari will be requested to repay the total amount of the advance otherwise the amount will be offset against their immediate next salary.
- [7] When employees are required to work on an assignment outside the immediate workplace and they use their own motor-vehicle, they will be entitled to claim mileage allowance at the rate of Kshs. 30/- per kilometre. However, they must obtain approval from the Executive Director at least 3 days in advance.
- [8] Mileage allowance will only be paid to staff who own their own motor-vehicles. In order to facilitate reimbursement, they will be required to produce documentary evidence of ownership by submitting the original logbook to the Executive Director.

## **POLICY No. 15: Public Holiday**

### **Policy Statement:**

Employees shall be entitled to an off-duty on all gazetted statutory public holidays with full pay. The usual practice is to observe a public holiday on Monday if it falls on a Sunday. The following 12 days have been designated as public holidays in accordance with the Public Holiday Act ( CAP. 110) of the Laws of Kenya :

- [1] New Year's Day 1<sup>st</sup> January
- [2] Good Friday
- [3] Easter Monday
- [4] Labour Day 1<sup>st</sup> May
- [5] Madaraka Day 1<sup>st</sup> June
- [6] Idd-ul-Fitr
- [7] Moi Day 10<sup>th</sup> October
- [8] Kenyatta Day 20<sup>th</sup> October
- [9] Jamhuri Day 12<sup>th</sup> December
- [10] Christmas day 25<sup>th</sup> December
- [11] Boxing Day 26<sup>th</sup> December
- [12] Idd-ul-Hajj
- [12] Employee's who are required to observe recognised religious festivals, other than those on which a public holiday has been gazetted, such as Idd-ul-Azha or Diwali religious holidays will have to obtain written permission from their immediate superior one week in advance.
- [13] If an employee is required to work during a public holiday, they shall be entitled to a day off in lieu.

## **POLICY No. 16: Annual Leave**

### **Policy Statement:**

All employees serving an employment contract lasting for 12 consecutive months will become eligible to be granted annual leave with full pay for rest and recreation. All annual leave arrangements shall be subject to the exigencies of work and will only be granted at the discretion of the Executive Director. However, the personal circumstances and preferences of the employee will as far as possible be taken into consideration. The following procedures will apply:

- [1] Employees will be eligible to apply for 25 working days of annual leave after completing 12 months of consecutive service. Employees are highly encouraged to proceed on annual leave when they become eligible but if work constraints do not make it possible for them to take full 25 days, annual leave granted should be at least two consecutive weeks long. The administrative assistant will compute annual leave on the basis of each employee's date of first appointment.
- [2] Employees will be eligible for annual leave upon reaching the anniversary of the actual date they joined KITUO. However, newly appointed employees must complete a minimum of 12 months continuous employment to qualify for annual leave.
- [3] Employees shall complete a "Leave Application Form" and have the application authorised by their immediate superior who shall make necessary arrangements for the reallocation of essential duties, which by necessity must continue to be performed during their absence. In this regard the Executive Director may refuse, vary or cancel annual leave if the arrangements conflict in any way with the smooth functioning of the organisation.
- [4] Annual leave must be taken in the same year that it accrues. However, the Executive Director may approve the carrying-over of up-to 10 working days depending on each employee's workload. Any carried forward days must be used up in the next year of work.
- [5] Where annual leave is applied for but not approved by the Executive Director due to exigencies of work, such leave may be carried forward to the next leave year provided this is approved in writing by the Executive Director.
- [6] Employee's proceeding on annual leave of not less than 15 working days may be advanced salary in respect of the month that the annual leave is granted
- [7] To ensure that performance of work is not overly compromised when employees proceed on leave, no two employees from a department with less than 10 people can proceed on leave at the same time.
- [8] In the event of leaving the employment of KITUO, the balance of the employee's annual leave will be calculated and any proportion of approved earned leave will be paid together with any terminal benefits.

## **POLICY No. 17: Leave Traveling Allowance**

### **Policy Statement:**

In recognition of the fact that employees proceeding on leave face numerous financial obligations, KITUO will assist by providing leave-travelling allowance to enable them to travel to either their rural villages or to take holidays at any place of their choice. To ensure that all employees benefit the leave travelling allowance provision in any one year, the allowance will be paid once a year to employees before KITUO offices close for the December break.

The Board of Directors shall determine the actual amount payable as “leave travelling allowance”. The approved rates can be obtained from the office of the Finance and Administration Coordinator.

## **POLICY No. 18: Compassionate Leave**

### **Policy Statement:**

KITUO recognises that owing to unforeseen circumstances for example the illness or death of any member of the immediate family; any affected employee may require compassionate leave. This policy is in recognition of the importance of family responsibilities at times of personal hardship. Sensitivity in dealing with requests for compassionate leave can do much to alleviate the mental suffering experienced during such occasions. The following procedures shall apply:

- [1] Employees will be granted paid leave for a maximum period of 7 working days. This period is considered sufficient to enable employees to provide care, attend the funeral and also attend to the details surrounding the death of a parent, sibling, spouse or child.
- [2] In all cases employees will be required to complete a “Leave Application Form”. They must also specify the reasons for compassionate leave and attach the necessary documents for consideration.
- [3] Compassionate leave must be authorised by the immediate superior and approved by the Executive Director.
- [4] In the event that employees require additional days to finalise family arrangements they will be allowed up-to 10 working days of unpaid leave of absence. The Executive Director must approve the unpaid leave of absence.

## **POLICY No. 19: Examination and Study Leave**

### **Policy Statement:**

KITUO is committed to the training and career development of its employees. In this regard, KITUO will consider applications for study leave to enable employees undertake training programmes, which are directly relevant to the employee career development. Employees undertaking relevant private studies will be granted examination leave. This permission may be withheld if the training programme bears no relation to the employee’s job; or if the Executive Director is not fully satisfied with the employee’s job performance or conduct in the discharge

of normal duties; or if the exigencies of work will not permit the employee to be released for study leave. The following procedures shall apply:

- [1] Employees who have completed 2 years of employment service will be granted study leave for a maximum period not exceeding one calendar year.
- [2] Employees who are undertaking relevant part-time evening programmes or relevant private studies will be granted a maximum of 5 days paid leave to enable them undertake any tests and examinations.
- [3] In all cases employees will be required to complete a "Leave Application Form". They must also specify the actual training programme to be undertaken including details of the training institution, the length of study leave as well as the employee's source of funds or scholarship award.
- [4] In the event that the scholarship is facilitated by KITUO, then the employee shall be bonded in accordance with KITUO's training policy. The training bond shall require the employee to continue working for KITUO for a maximum period of 2 years after completion of the study leave.
- [5] Study leave will only be granted when the Executive Director is satisfied that the employee can be usefully reabsorbed into the workforce at no less a grade, at the end of the study period.
- [6] All study leave shall be without pay. The study leave must be authorised by the immediate superior and approved by the Executive Director.
- [7] Employees who have been granted study leave will not have any special claim to an enhancement of grade or salary increase by virtue of having successfully pursued a course of study or training programme.
- [8] Employee who may decide not to continue working for KITUO after the study leave shall be required to reimburse the full cost of training incurred by KITUO.
- [9] The Executive Director may terminate the study leave at any time if it is established that the employee is not properly using the study leave for the purpose intended.

## **POLICY No. 20: Maternity and Paternity Leave**

### **Policy Statement:**

In recognition of the importance of family values to the life of an employee, KITUO shall grant employees maternity and paternity leave to enable employees take care of the new-born child during the first moments of the child's life. The following procedures shall apply:

- [1] Female employees will be entitled to maternity leave with full pay for a maximum period of 3 calendar months. Maternity leave is exclusive of the annual leave entitlement. Any extension of maternity leave given shall be without pay and the procedures for sick leave shall apply.
- [2] Male employees will be granted paternity leave with full pay for a maximum period of 14 days; any extension of paternity leave given shall be without pay and the procedures for unpaid leave of absence shall apply.

- [3] Maternity leave will be granted only to female employees who state in writing as early as possible, but at least one month before the commencement of leave. They should also state their intention to return to work not later than 3 months from the commencement of leave or after such an extended period as may be approved by the Executive Director.
- [4] In all cases female employees will be required to complete a “Leave Application Form” and attach documentary evidence from a recognised and approved doctor recommending maternity leave. Male employees will also be required to complete a “Leave Application Form” and attach documentary evidence of their child/ children’s (in the case of multiple birth’s such as twins or triplets etc) birth when applying for paternity leave.
- [5] All maternity or paternity leave must be authorised by the immediate superior and approved by the Executive Director.

## **POLICY No. 21: Sick Leave**

### **Policy Statement:**

KITUO recognises that employees may sometimes become indisposed and therefore will require time off from work to recuperate fully from illness or injury. Employees must inform their immediate superior of absence due to illness. Employees may be liable for loss of pay or other disciplinary action for unexcused and or unreported absence. The following procedures shall apply:

- [1] Employees who fall sick must seek medical treatment and obtain a medical certificate from a recognised medical practitioner appointed by KITUO as provided for under the available medical scheme.
- [2] When an employee becomes seriously ill, steps should be taken by the employee’s immediate superior to consult the Finance and Administration Coordinator to inform the next of kin. An employee who falls seriously ill and is unable to report to work should take steps to let his/ her immediate supervisor know.
- [3] Employees who are unable to perform their duties owing to illness will be granted sick leave for a maximum period of 60 days with full pay, a subsequent 60 days off-duty on half pay and a further 60 days sick leave without pay per year.
- [4] However, when employees are unable to perform their duties after the stipulated sick leave they shall be medically examined by an approved Medical Officer identified by KITUO in order to determine their medical fitness.
- [4] Sick leave necessary for recuperation after an illness will form part of the approved sick leave granted under these regulations. No additional days will be granted over and above the stipulated sick leave.
- [5] Should illness be caused through the employee’s own neglect or misconduct the full salary will be forfeited for the whole or any part of the period of absence from duty at the discretion of the Executive Director.

- [6] Employees who fall ill during annual leave must submit a certificate from an approved medical practitioner covering the period of absence from duty since the expiration of the annual leave granted.
- [7] In the case of absence from duty as a result of accident sustained while on duty and not due to the employee's wilful misconduct or neglect, full salary may be allowed for the full period of the employee's absence from duty, at the discretion of the Executive Director

## **POLICY No. 22: Medical Insurance Cover**

### **Policy Statement:**

KITUO will provide its employees with medical insurance. The medical insurance cover is intended to assist employees to meet the cost of medical care when unusual or unexpected health-related adversities occur. The following procedures shall apply:

- [1] KITUO shall provide medical insurance cover to meet the cost of treatment for employees. In this regard, employees will be expected to register with the National Hospital Insurance Fund (NHIF) and remit the required monthly contributions in order to make claims as required under the NHIF Act Cap. 255 of the Laws of Kenya.
- [2] The Medical insurance cover shall not include cases arising out of self-inflicted injuries. Medical cover shall also not apply if the illness or injury was contracted during any period when the employee was absent from employment without lawful cause.
- [3] When an employee sustains injury in the execution of official duties not due to negligence or misconduct, the Executive Director will have the discretion to authorise any special treatment, medical comforts and appliances at the expense of the organisation. However, such discretion must be within budgetary limitations as well as the Executive Director's authority to incur expenditure.
- [4] KITUO reserves the right to request any employee to undergo a medical examination at any time, by a doctor approved by the organisation.
- [5] Subject to availability of funds, KITUO will also provide medical cover to an employee's spouse and children (maximum 3). The spouse and children covered are those that have been indicated in the employee's record. Copies of documentary evidence such as marriage certificate and birth certificates will be required for the registration.

## **POLICY No. 23: Group Personal Accident Insurance Policy**

### **Policy Statement:**

KITUO is committed to securing a Group Personal Accident Insurance Policy in case an employee is involved in an accident causing serious injury including permanent disability and death. The following procedures shall apply:



- [1] Employees must report serious accidents involving them to the Administrative Assistant at the earliest opportunity in order to facilitate the filling of claim forms.
- [2] In any case written notice of claims must be made to the insurance company within 30 days after the occurrence of the accident or as soon thereafter as is reasonably possible.
- [3] In the event of accidental death immediate notice must be made to the insurance company with information sufficient to identify the insured employee.
- [4] Completed claim forms including a copy of the doctor's report must be given to the insurance company within 90 days after the date of the accident.
- [5] The Group Personal Accident Insurance Policy does not cover intentionally self-inflicted injury or suicide.
- [6] Any payment for accidental death becoming due shall be payable to the beneficiary on record, who shall be the legal beneficiary designated in writing and on file with the insurance company. If no such designation is then effective, the proceeds shall be payable to the estate of the insured person or as may be directed by a court of law.
- [7] The insurance company, at its expense, shall have the right and opportunity to examine an insured person during the pendency of a claim.
- [8] Details of the conditions and benefits provided by the Group Personal Accident Insurance Policy are contained in the policy contract agreement signed between KITUO and the insurance company. This policy is in the custody of the Finance and Administration Coordinator's office.

## **POLICY No. 24:           Group Life Insurance Policy**

### **Policy Statement:**

KITUO is committed to securing a Group Life Insurance Policy to provide financial assistance to the employee's dependants in case of death of an insured employee. The following procedures shall apply:

- [1] Written notice of an occurrence of death of an insured employee must be made to the insurance company within 30 days of such occurrence or as soon thereafter as is reasonably possible.
- [2] The notice made to the insurance company must contain a death certificate and other information sufficient to identify the insured employee.
- [3] Completed claim forms including a copy of the doctor's report must be given to the insurance company within 90 days after the death of the insured employee.
- [4] The Group Life Insurance Policy does not cover intentionally self-inflicted injury leading to death.
- [5] Any payment for death becoming due shall be payable to the beneficiary on record, who shall be the legal beneficiary designated in writing and on file with the insurance

company. If no such designation is then effective, the proceeds shall be payable to the estate of the insured person.

- [6] In case of death, the insurance company, at its expense, shall have the right and opportunity to investigate the circumstances of death and to examine the body.
- [7] Details of the conditions and benefits provided by the Group Life Insurance Policy are contained in the policy contract agreement signed between KITUO and the insurance company. This policy is in the custody of the Finance and Administration Coordinator's office

## **POLICY No. 25: Employee Provident Fund**

### **Policy Statement:**

KITUO is committed to providing its employee with a defined contributory Provident Fund in order to ensure that employees receive lump-sum payment after resignation, termination of employment, early retirement, normal retirement or death. In addition to the Provident Fund, KITUO shall also register all employees as members of the National Social Security Fund in accordance with CAP. 258 of the Laws of Kenya. The following procedures shall apply:

- [1] Employees who satisfactorily complete the probation period and are thereafter confirmed into full-time employment shall become members of the Employee Provident Fund after completing and signing the enrolment form.
- [2] Membership to the Provident Fund shall be restricted to employees who have attained the age of 18 years but are less than 60 years of age.
- [3] The employer (KITUO) shall make monthly contributions at the rate of 10% to the provident Fund on behalf of each employee's based on the employee monthly basic salary.
- [4] Each employee shall make a monthly contribution to the provident Fund at the rate of 10 % of the monthly basic salary.
- [5] Employees who leave the employment of KITUO at any time irrespective of the period worked shall be entitled to a termination benefit consisting of that portion of their contribution plus the full portion attributed to the Employer's contribution, based on the following vesting schedule:

Completed Years of Service Contribution	Employers
Less than one year	0 %
Over one year	20
% Over 2 years	40
% Over 3 years	60 %
Over 4 years	80 %
Over 5 years	100 %

- [6] Employees whose services are summarily dismissed shall be entitled to a termination benefit consisting of that portion of their contribution. Such employees shall not receive the Employer's contribution.
- [7] Upon the death of an employee whilst still in the employment of KITUO before the normal retirement date an amount equal to the employee's contribution plus 100 % Employer's contribution shall be paid to the employee's beneficiary in lump sum.

## **POLICY No. 26: HIV/AIDS in the Workplace**

### **Policy Statement:**

KITUO is committed to providing equal employment opportunity to chronically ill and other handicapped individuals who are capable of performing their duties properly and safely. If for any reason an employee is unable to work, it is the policy of KITUO to obtain a doctor's assurance of the employee's fitness for duty before allowing the employee to return to work. The following procedures shall be observed:

- [1] Employees will be provided with sufficient and updated information to enable them to protect themselves from HIV/AIDS infection and to cope with the scourge.
- [2] AIDS will be treated as any other medical condition in considering medical treatment covered under KITUO's medical scheme.
- [3] There will be no obligation on the part of employees to inform KITUO of their HIV/AIDS status.
- [4] HIV/AIDS testing with the specific and informed consent of the employee may be required if fitness to work is impaired by HIV/AIDS-related illness.
- [5] HIV infection or AIDS should not in itself constitute a lack of fitness to work or be considered as a basis for termination of employment.
- [6] Employees with AIDS should enjoy health and social protection in the same manner as other employees suffering from serious illness.
- [7] Employees, clients, volunteers or visitors of KITUO affected by, or perceived to be affected by HIV/AIDS shall be protected from stigmatisation and discrimination by employees or clients.
- [8] HIV-infected employees and those with AIDS shall not be discriminated against, including access to and receipt of benefits from medical and other insurance related programmes.
- [9] KITUO will endeavour to protect the confidentiality of employees' medical information including their HIV/AIDS status at all times.

## **POLICY No. 27: Workplace Security**

### **Policy Statement:**

The primary purpose of workplace security is to protect people and to safeguard both tangible and intangible property. The ability to handle unexpected situations quickly and effectively not

only helps to maintain a good reputation with positive community image but safeguards the loss of KITUO's property as well. The following procedures shall be observed:

- [1] Employees will be issued with identification cards at the time of employment. The identification card must be returned to the Administrative Assistant upon termination of employment.
- [2] For security reasons, all visitors must identify themselves and sign in with the security office. Afterwards, a security guard will escort them to the specific office to be visited.
- [3] All employees are notified that visits by family and friends during working hours can be disruptive therefore such visits are discouraged and will be regulated.
- [4] Employees will be required to obtain passes from the Executive Director or the Finance and Administration Coordinator before removing anything other than personal belongings from the office. All packages are subject to inspection.
- [5] Employees are advised to lock their valuables and their desks when leaving the office, even for a short time. KITUO shall not be held responsible for loss of employee valuables or personal belongings.
- [6] KITUO will take the necessary action to deal with cases of theft by employees, including handing such culprits to the Police for investigation and prosecution.
- [7] KITUO is committed to investigating every theft or inventory shortage that may take place, no matter how small, in order to collect the documentation necessary for termination, prosecution and recovery of stolen goods.

## **POLICY No. 28: Ethical and Professional Conduct**

### **Policy Statement:**

In KITUO the functioning norms include ethical and professional conduct. In this regard employees shall ensure that within their chosen occupational fields they have knowledge and understanding of relevant legislation, regulations and standards and they must comply with such requirements. Members shall in their professional practice have due regard to the legitimate rights of individuals and community groups. They must also observe basic human rights and shall avoid any actions that adversely affect such rights. The following ethics and professional conduct shall be observed:

- [1] Employees shall endeavour to complete work with due care and diligence in accordance with the requirements of KITUO or its clients and shall, if their professional judgement is overruled, indicate the likely consequences.
- [2] Employees shall under no circumstances offer or provide, or receive in return, any inducement for the introduction of business from a client.
- [3] Employees shall not purport to exercise independent judgement on behalf of a client on any product or service which they knowingly have any interest, financial or otherwise.

- [4] Employees shall encourage and support fellow employees in their professional development and where possible, provide opportunities for the professional development of new entrants to the profession.
- [5] Employees shall act with integrity towards fellow employees and to members of their profession as well as other professions with whom they are concerned in a professional capacity and shall avoid engaging in any activity, which is incompatible with their professional status.
- [6] Employees shall seek to upgrade their professional knowledge and skill and shall maintain awareness of technical developments, procedures and standards, which are relevant to their field and shall encourage their subordinates to do likewise.
- [7] Employees shall only offer to do work or provide service, which is within their professional competence and shall not lay claim to any level of competence, which they do not possess and any professional opinion, which they are asked to give, shall be objective and reliable.
- [8] Employees shall avoid any situation that may give rise to a conflict of interest between themselves and the KITUO clients and shall make full and immediate disclosure to the client and immediate supervisor if any such conflict should occur.

## **POLICY No. 29: Best Working Practices**

### **Policy Statement:**

KITUO has established best working practices, which must be observed by all employees. These working practices are intended to ensure that employees maintain the highest standards of ethics and professionalism when handling client information or using the organisation's property. The following procedures shall apply:

- [1] Employees must endeavour to act on incoming correspondences within the working day. Letters and memos should not be kept pending.
- [2] All employees are requested to clear their desks and switch off the computer whenever they leave the office for the day. All documents should be returned to the appropriate files and locked up in cabinets.
- [3] Employees who are required to work away from the office, are requested to make very effort to inform their immediate superior of their whereabouts and the telephone number where they can be reached.
- [4] The telephone switchboard tends to be congested. In this regard, employees must limit external telephone calls to the very essential.
- [5] When working from a client's premises, employees are cautioned not to abuse any privileges extended to them in making and receiving telephone calls.
- [6] Employees should not solicit or agree to receive any money from a client as an inducement to facilitate KITUO's work or for personal reasons.
- [7] All telephone calls should be made with the assistance of the telephonist. It is important that employees notify the telephonist when making private calls so that they

can be charged. However, if any employee makes a private call without notifying the telephonist they will be charged a penalty of 4 times the cost of the call.

- [8] Employees should discourage clients from addressing letters to them personally rather letters should be addressed to KITUO and marked for the attention of the employee. In the event that employees receive letters addressed to them personally the reply must be from KITUO.
- [9] When any employee is called upon to deal with any matter or issues in which they have personal interest, such employees shall immediately disclose their interest to the Executive Director or to the Coordinator in charge of function.
- [10] All clients must be requested to give their instructions in writing. The client will be required to sign such instructions before any action is taken.

### **POLICY No. 30: Employee Grievance Procedure**

#### **Policy Statement:**

KITUO is committed to ensuring that employees are given a fair hearing by their immediate superior concerning any grievances they may wish to raise including sexual harassment. Employees have the right to appeal to the Executive Director against a decision made by their immediate superior and to be accompanied by a fellow employee of their own choice when raising a grievance or appealing against a decision, which they feel is unfair. The objective of the grievance procedure is to settle the grievance as nearly as possible to its point of origin: The following procedures shall apply:

- [1] In the event of a grievance, employees should raise the matter in the first instance with their immediate superior.
- [2] If the employee is not satisfied with the decision of the immediate superior, the employee may report the grievance to the “Performance Management Committee” comprising of the Legal Aid and Volunteer Advocates Coordinator; Forced Migration Coordinator; Research, Communications and Documentation Coordinator, Advocacy, Governance and Community Partnerships Coordinator as well as the Finance and Administration Coordinator. This meeting should take place within 5 working days of the request.
- [3] Any three of the above Coordinators inclusive of the Finance and Administration Coordinator shall form the quorum for the appellate meeting of the “Performance Management Committee”.
- [4] The Finance and Administration Coordinator will be responsible for convening the meeting as well as recording the outcome of the meeting and issuing copies to all concerned.
- [5] If the employee is still not satisfied with the decision, the employee may appeal to the Executive Director whose decision shall be final and binding.
- [6] As indicated above, employee grievances include cases of general harassment and sexual harassment. KITUO will not condone or allow sexual harassment whether pervasive or otherwise.

## **POLICY NO. 31: Sexual Harassment Policy**

KITUO recognize the right of employees to work in an environment free of sexual harassment and is committed to providing for it. KITUO will not condone or allow sexual harassment towards employees or clients whether pervasive or otherwise. Sexual harassment is prohibited whether it occurs at the workplace or elsewhere in the course of employment responsibilities or working relationships. Individuals who engage in such behaviour will be subject to disciplinary action up to and including termination

An employee or client is sexually harassed if a Director of KITUO, any one in KITUO's management, a KITUO employee or a representative of KITUO: -

- Directly or indirectly requests that employee or client for any form of sexual activity that contains an implied or expressed promise of preferential treatment in employment or service or threat of detrimental treatment in the present or future employment status of the employee or service of the client.
- Uses language whether written or spoken of a sexual nature
- Uses visual material of a sexual nature
- Shows physical behaviour of a sexual nature that is offensive or unwelcome
- Shows physical behaviour of a sexual nature that is offensive or unwelcome and that has a detrimental effect on an employee's employment, job performance or satisfaction

Sexual harassment does not refer to office relationships that are freely entered into without intimidation or coercion.

If an employee has been sexually harassed, the following procedures shall apply: -

- First attempt an informal resolution, tell the person what they are doing is unacceptable. If a memo or letter has been written a copy should be kept.
- The employee should then raise the matter in the first instance with their immediate superior. If the immediate supervisor is the offender, the employee can raise the matter with the next supervisor in line.
- If the employee is not satisfied with the decision of the supervisor or the offender continues with the offences, he/ she should report the matter to the Performance Management Committee. The Performance Management Committee should comprise of the members mentioned in Policy No. 30 above. The Executive Director should be part of the proceedings of the Performance Management Committee.
- The employee should keep record of incidents including dates, times, places, witnesses, responses of the alleged harassed and harasser and any other relevant information.
- At all times the employee is raising the grievance or appealing against a decision, which they feel is unfair, he/ she has the right to be accompanied by a fellow employee of their own choice when raising a complaint.
- The person against whom a complaint is made should not sit in the PMC meeting convened to address the complaint against them, should he/she be a member of this committee

The alleged harasser has the following rights: -

- To be informed that a complaint has been filed
- To have a copy of the complaint stating allegations and name of the complainant

- To respond to the allegation
- To be informed in writing of the Executive Director's/ Performance Management Committee decision of what action if any will be taken against him/ her and the reasons for that action.

KITUO will not hinder an aggrieved employee from taking legal action against the alleged harasser.

All sexual harassment complaints and responses are confidential subject to the requirements of this policy.

## **POLICY No. 32:           Disciplinary Procedure**

### **Policy Statement:**

KITUO recognises that some employees will occasionally violate regulations. When this happens, the following disciplinary procedure will be invoked:

- [1] If an employee commits an offence, the immediate superior must immediately obtain the necessary evidence from the employee and available witnesses before memory fades. If it appears that the alleged offence is of a minor nature, then the employee must be served with a verbal warning without documenting the incident on file.
- [2] If an employee commits a breach of discipline warranting a formal disciplinary action other than termination, the immediate superior will charge the employee and require the employee to respond in writing within 24 hours.
- [3] In any investigation, employees are entitled to know the whole case against them and must be given adequate opportunity to prepare their defence. No evidence can be used against employees unless they have been given a copy of the same.
- [4] Where a case is established against an employee and the nature of the offence warrants no more than a written warning, the employee will be given a written warning by the immediate superior, setting the precise nature of the offence and the likely consequences of further offences.
- [5] If an employee in job grade SS4 and SS5 commits a breach of discipline, which is considered sufficiently serious to justify termination the case shall be referred to the Executive Director.
- [6] If employee in job grade M2 and MM3 commit a breach of discipline, which is considered sufficiently serious to justify termination the case shall be referred to the Board of Directors.
- [7] If as a result of the investigation, the employee is found at fault and before any disciplinary action is taken, consideration shall be made on the employee's record of performance, any previous cases of indiscipline or any other relevant factors.
- [8] If any employee who has been given a letter of warning commits a second offence they shall be given a final written warning setting out the precise nature of the offence and



cautioning them that if they commit a further offence within 12 months they shall be liable to termination.

- [9] Disciplinary action including termination may be taken against an employee charged with a criminal offence touching on an employee's moral turpitude without having to wait for the outcome of the criminal case to be known.
- [10] All employees have the right to appeal to a more senior person than the one who initially administered the disciplinary action. Employees in job grade SS4 and SS5 may appeal to the Executive Director and employee in job grade M2 and MM3 may appeal to the Board of Directors. However, the appeal must be made within 7 working days from the date the disciplinary action was taken.

### **POLICY No. 33: Incapability and Poor Performance**

#### **Policy Statement:**

KITUO aims to ensure that performance expectations and standards are well defined, performance is monitored and employees are given appropriate feedback, training and support to meet these standards. In the event of incapability and continued performance, which is below standard, the following procedures shall apply:

- [1] When an employee's performance is not up to standard an informal discussion within the performance management system framework will be held with the employee to establish the reason for poor performance and to agree the actions required for improving performance.
- [2] If it is established that the performance problems are related to the employee's personal life, then the employee will be counselled accordingly.
- [3] If it is apparent that the poor performance constitutes misconduct, the disciplinary procedures will be invoked.
- [4] If it is observed after a defined period of not less than one week that the employee has not shown sufficient improvement, a formal interview will be arranged to explain clearly the shortfall between the employee's performance and the required standards.
- [5] In the event that the performance management team considers that an employee should be given more time to improve their work performance, such employee will be required to provide written commitment stating that they will strive to improve their performance and reach the agreed standards within a specified period not exceeding 4 weeks.
- [6] If the required improvement has been made at the end of the review period, the employee will be told in writing and also encouraged to maintain the improvement.
- [7] If there has been no discernible improvement in performance, the employee will be liable to termination of employment.

### **POLICY No. 34: Termination of Employment**

#### **Policy Statement:**

If it is established that an employee is incapable of performing within acceptable standards or has committed a breach of discipline justifying termination, the Board of Directors may by delegation or otherwise decide that the employee's contract be terminated. The following procedures shall apply:

- [1] If an employee is incapable of performing to the required standards, the immediate superior shall initiate action in accordance with HR Policy No. 33 above.
- [2] If an employee is unable to perform normal duties due to absence caused by persistent illness or injury exceeding 3 months, the Executive Director will request for a detailed medical report from a registered relevant medical practitioner. Should the medical practitioner find that the employee is not fit for continued employment, the employee's contract of employment will be terminated on medical grounds.
- [3] KITUO may terminate the services of any employee at any time in the event of a reduction, unavailability of funds or a decline in demand for the service provided by that employee. In such cases employees will not be eligible for severance pay. However, they will be paid all terminal benefits due to them.
- [4] In all circumstances, other than termination for poor performance, employees have the right to appeal. However, the appeal must be made within 7 working days from the date of termination.
- [5] An employee whose employment is terminated shall be entitled to receive KITUO's contribution to the Provident Fund depending on their length of service.
- [6] An employee whose employment is terminated shall be entitled to receive a certificate of service.
- [7] Any employee whose services have been terminated shall be required to obtain a clearance certificate, which must be signed by relevant officers confirming that the employee has returned KITUO's property placed under their custody.

## **POLICY No. 35: Summary Dismissal**

### **Policy Statement:**

Subject to Policy No. 33, if an employee commits a breach of discipline, which after final investigations and consultations is considered sufficiently serious to justify summary dismissal, the Executive Director will recommend to the Board of Directors that the employee should be dismissed summarily from the employment of KITUO. Any of the following matters may amount to gross misconduct so as to justify the summary dismissal of an employee for lawful cause:

- [1] If without leave or other lawful cause, an employee absconds/ is absent from the proper workplace or any other place considered to be the normal place of work for ten consecutive days.
- [2] If during normal working hours, by becoming intoxicated with illicit drugs or alcohol, an employee is unwilling or incapable of proper job performance.

- [3] If an employee wilfully neglects to perform any work that has been equitably and fairly allocated and which is within the employee's job description and contract of employment.
- [4] If an employee performs work carelessly and improperly, which is within the employee's job description, without due regard to deadlines and quality.
- [5] If an employee uses abusive or insulting language, or behaves in a manner insulting to those placed in authority to supervise and evaluate the employee's performance.
- [6] If an employee knowingly and wilfully fails or refuses to obey lawful and proper instructions to perform a task or an assignment, particularly when the instruction is issued by those placed in authority to supervise and evaluate the employee's performance.
- [7] If an employee uses physical violence against another employee, a member of the Board of Directors or a client.
- [8] If an employee commits or is reasonably suspected of having committed a criminal offence to the substantial detriment of KITUO's property. Such offences may include misappropriation of organisational property or unlawfully converting organisational resources into personal use.
- [9] When an employee has been found guilty of sexual harassment.
- [10] Where employees have been charged with a criminal offence, they may be suspended from duty without pay, pending consideration of the case. Such consideration should be on whether the offence is arising from or having a bearing on their employment contract. If the offence is unconnected with their employment, consideration should be on whether the offence is one that makes the individual unsuitable for continued employment. Employees should not be suspended solely because a charge against them is pending in a court of law.

## **POLICY No. 36: Resignation from Employment**

### **Policy Statement:**

All contracts of employment provide employees with the opportunity to terminate their employment at any time during the course of employment provided the employee gives KITUO the stipulated notice period or pay salary in lieu of notice. Such termination, which is initiated by the employee, is referred to as resignation. The following procedures shall apply:

- [1] A member of senior management staff who intends to leave the employment of KITUO shall be required to give 3 months notice or pay KITUO the equivalent of 3 months pay in lieu of notice. However, KITUO reserves the right to require the employee to serve the notice period either in full or in part.
- [2] A member of non-management staff or one not in senior management who intends to leave the employment of KITUO shall be required to give one month's notice or pay KITUO the equivalent of one month's pay in lieu of notice. However, KITUO

reserves the right to require the employee to serve the notice period either in part or in full.

- [3] The written resignation notice will not become effective until the Executive Director has accepted such resignation in writing. The decision to accept or reject the resignation must be made in writing within ten working days. This is to guard against an employee who in anticipation of disciplinary action resigns from employment.
- [4] Any employee whose resignation from employment has been accepted shall be required to obtain a clearance certificate, which must be signed by relevant officers confirming that the employee has returned KITUO's property placed under their custody.
- [5] It will be the practice of KITUO to conduct "exit interviews" in order to establish the reasons why the employee has resigned. The interviewer may have to probe skilfully and sensitively to establish the actual reasons for dissatisfaction or unhappiness so that, where these feelings are justified, action can be taken to improve the job environment. However, judgement is required to sort out genuine complaints from unfounded allegations.
- [6] Exit interviews will be used to make certain that KITUO's property has been returned and that the employee understands the disposition of various terminal benefits.

## **POLICY No. 37: Retirement**

### **Policy Statement:**

The official mandatory retirement age for KITUO shall be 60 years. However employees will be eligible for early retirement at the age of 50 years. In exceptional cases some employees may be considered for retention even after the mandatory retirement age depending on the nature of their duties as well as their level of performance. The following procedures shall apply:

- [1] Retirement is in many viewpoints a critical phase in a person's life and an employee who is about to retire shall consequently be treated with tact and respect in recognition of their contribution over the years.
- [2] Employees who are about to retire shall be informed well in advance about the date of retirement and any actions such persons are required to take as preparation for leaving employment.
- [3] Employees opting for early retirement at the age of 50 years shall be eligible to receive full retirement benefits as provided in the provident fund.
- [4] Employees who are about to retire shall be provided with assistance to secure their terminal dues from the provident fund as well as the National Social Security Fund.
- [6] Any employee who retires from employment shall be required to obtain a clearance certificate, which must be signed by relevant officers confirming that the employee has returned KITUO's property placed under their custody.

## **POLICY No. 38: Certificate of Service**

### **Policy Statement:**

KITUO shall provide every employee who leaves the service of the organisation with a certificate of service in accordance with section 51 of the Employment Act, 2007. Any employee who has served KITUO for period of more than 4 consecutive weeks shall be provided with a certificate of service. The Executive Director must sign all certificates of service. The certificate of service shall contain the following information:

- [1] The name of the employer, telephone number, fax number, E-mail address, physical address as well as the organisation's postal address.
- [2] The full names of the employee.
- [3] The date when employment commenced.
- [4] The nature and usual place of employment.
- [5] The date when employment ceased
- [6] Plus any other particulars as may be required.
- [7] KITUO shall not be obligated to give an employee a testimonial, reference or certificate relating to the character or job performance of the employee.
- [8] The Executive Director shall be the only person authorised to sign the certificate of service, testimonial or reference. However, the Executive Director shall not be required to provide information relating to the character or performance of an employee.



**KITUO CHA SHERIA**

The Centre for Legal Empowerment

## **Personal Development Planning**

### **PURPOSE**

The purpose of personal development planning is to enable self-development and self-fulfilment by providing individuals with the development they need to meet objectives. This will in turn assist staff in their current job by providing targeted development to enhance delivery of their role. It also provides support for staff to change in line with the department and *Kituo cha Sheria* objectives.

### **PROCESS**

A personal development plan sets out the actions people propose to take in order to learn and to develop themselves, together with what the organization is committed to do to support them. Individuals take responsibility for formulating and implementing their plan, but they should receive support from Kituo cha Sheria and their supervisors in doing so.

Towards the end of the year, during the performance review, each staff member shall assess their own development needs in relation to enhancing their quality of their own performance

and finding appropriate ways to meet these needs supported, as necessary, by the Coordinator of the department they belong to. This assessment will then be discussed with their Coordinator with the Coordinator giving guidance and support on projected growth and development.

## ROLES

### Employee

Each employee will assess their current performance and discuss their development plan with their Coordinator. It will be the responsibility of the Finance and Administration Coordinator to keep a record of their learning needs and exposure. Looking at respective job systematically in terms of current skill and knowledge requirements using the current job description, specifically job specification and key result areas will do this. This will enable employee to draw up a list of assessment of their needs.

### Coordinator

Where an employee has a development need, agreed between the employee and the Coordinator, a 'Contract' will be developed between the two parties. This 'contract' will show the part that the employee will play in terms of work performance, or attendance at a course. The 'contract' will also show the part played by the immediate supervisor and Kituo cha Sheria in providing development opportunities for the Employee. This might be the provision of specific experience, provision of a mentor, secondment or a course.

Following an initial discussion with the employee, the Coordinator will tentatively arrive at a Personal Development Plan (PDP). The Coordinator will then discuss this with the Executive Director before finalizing with employee. At the initial implementation of the PDP, the Coordinator and Employee must review Kituo cha Sheria strategic plan, team objectives, current employee objectives and performance levels.

The Coordinator will discuss departmental staff's PDPs with the Executive Director to confirm consistency of plans with Departments and Kituo cha Sheria strategy together with affordability. This may require discussion with Finance and Administration Coordinator. The Coordinator will then revisit the plan with the employee and the two agree and sign the PDP.

## **TRAINING AND DEVELOPMENT COMMITTEE**

Once a PDP has been agreed, approved and signed by the employee and Coordinator, it will be the responsibility of the Coordinator to pursue the line of development with the Finance and Administration Coordinator and the Training Committee. The committee will provide strategic guidance to the divisions and include the approved programmes into its schedule.

## **CROSS-FUNCTIONAL DEVELOPMENT**

There will be instances where a staff member is identified for the development in a function other than the one they are in currently. In this case the respective Coordinator, Finance and Administration Coordinator and Executive Director will handle the process.

## **DURATION**

Personal Development Plans will be for a period of three years with the plans for the first year being more or less fixed. The later two years will be reviewed and updated over time.

## **SUCCESSION PLAN**

PDP's will form an integral part in succession planning and employees may be given opportunities to try out certain jobs to assess their suitability and acceptance of the job. This can be either in acting capacity or an understudy arrangement. Not all staff identified and undergoing development will be promoted when a position becomes vacant. The PDP's will be used in determining promotion prospects and development of staff for potential promotion positions.

### PERFORMANCE APPRAISAL

In the first year the performance appraisal will be done using the following format with PDP's with an attachment or inclusion of objectives in existing format incorporated. The PDP form is attached.

### PERSONAL DEVELOPMENT PLAN (PDP)

<b>NAME</b>
<b>QUALIFICATIONS (For example LLB, BA, MBA, PhD, CPA (K), Diploma etc.)</b>
<b>OTHER INTERESTS/RESPONSIBILITIES</b>

**1. My own strengths in my job are: (I am good at)**

( Areas that you feel you are good at. These may include technical areas for example skills in particular techniques, in depth knowledge of specific processes, or counselling. Management areas are maybe included (financial planning, chairing meetings, and or strategic planning). Other areas you may want to include maybe abilities to communicate with certain groups of **people**, ability to analyze and appraise **donor reports**, knowledge of guidelines, computers.)

**2. My weaknesses in my job are: (I am not so good at)**

( These are the areas that you feel less secure about or would like to learn more about. They again include programme and management areas. They may be areas where you always seem to feel you lack knowledge. Some may be areas of skills –for example **proposal writing**, management or time management). Self-evaluation (reflective practice)

**3. Over the last 12 months I have become better at:**

(What things are you doing better this year- knowledge of **proposal writing**, management and...? Management of KITUO CHA SHERIA complaints, counselling, time management, use of computers could be examples)

**4. Over last 12 months I have been particularly helped by: (any training reading or meetings)**

(What things helped you last year? - Was it a book, a meeting or a chance conversation? Help from the KITUO CHA SHERIA management, course taken? Or were you helped by knowing you had to chance?)

**5. Over the last 12 months I have been particularly hindered by:**

(Which things have slowed you down over the last 12 months, examples – time, lack of resources – if so where specifically? Have you been unable to get funding for something you wanted to study?)

**6. I have used the following methods to identify my learning needs:**

(What situations have made you aware of what you need to learn? Was it at a meeting, a chance conversation with a colleague, a **client** complaint? – Try and provide a few examples. It maybe just feeling you knew less about a topic when discussing it or when a **client** came in with a specific problem.)

**7. Over the next twelve months I plan to:**

(What do you intend to learn about in the next 12 months. Try and be specific. E.g. Budget management rather than finances)

**8. I will achieve this by; (meetings/reading/audit)**

(How will you learn about the topics above? professional meetings, visit related departments etc.

reading a book, a literature search, and distance-learning package? How long will these take?)

**9. I will be able to assess how good I have been by (evaluation of my learning)**

(How will you know you have achieved your plans? Objectives form, reports on meeting, presentation or more simply reflect (think) carefully about how KITUO CHA SHERIA has changed and write it down in say half a page of A4 and attach it to this form)



**10. In the longer term, I would like to:**

( What do you hope to be doing in 3 – 5 years time? Be able to do XYZ procedure, run my own department)

**11. My learning will benefit KITUO CHA SHERIA by:**

( E.g., the knowledge obtained will help me with completing a draft bill, become a better manager or become the **organisation's** expert in **land rights**).

**RECORD OF COURSES/ MEETINGS ATTENDED**

<b>Date</b>	
<b>Location</b>	
<b>Topic</b>	
<b>Duration</b>	
<b>Main Points</b>	

