



MILESTONE INSTITUTE

HUMAN RESOURCE POLICY

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Foreword.

I am delighted to introduce the Human Resource Policy for Milestone Institute of professional studies (MIPS), a pivotal document that reflects our commitment to fostering a people-centric approach within our institution. Our success and growth are intrinsically tied to the well-being, development, and satisfaction of our most valuable asset—our people.

This manual is meticulously crafted with the aim of furthering several key goals. First and foremost, it seeks to establish a uniform system of human resource administration throughout Milestone Institute, ensuring consistency and fairness in the treatment of our diverse workforce. By providing a clear framework, this policy enables managers to develop sound management practices and procedures, fostering an environment where human resources are utilized effectively and consistently across the institution.

A central tenet of this policy is the promotion of effective communication among managers, supervisors, and employees. We recognize that open and transparent communication is the cornerstone of a healthy workplace. Through this policy, we aim to create a culture where dialogue flows seamlessly, fostering collaboration, understanding, and a shared sense of purpose.

Equally important is the commitment to ensure, protect, and clarify the rights and responsibilities of both the employer and employees. This policy serves as a guide, outlining the principles that govern the employer-employee relationship. By doing so, we seek to create a workplace where rights are respected, responsibilities are clear, and a mutual understanding prevails.

As we embark on this journey, I encourage all members of the Milestone Institute community to embrace the principles outlined in this Human Resource Policy. Your active participation, adherence, and feedback are crucial in shaping an inclusive and supportive workplace culture where each individual is valued, empowered, and motivated to contribute their best to the success of our institution.

GEORGE MAINA

Director, Milestone Institute Of Professional Studies

Preamble.

In recognition of the pivotal role that Technical and Vocational Education and Training (TVET) plays in equipping individuals with practical skills and knowledge essential for career success, Milestone Institute of Professional Studies (MIPS) is committed to fostering a dynamic learning environment that integrates theoretical understanding with hands-on experience. As an institution dedicated to excellence in TVET, we acknowledge the invaluable contribution of practical attachments to the holistic development of our students.

This Attachment Policy serves as a foundational document outlining the principles, guidelines, and expectations governing the attachment programs at MIPS. By articulating a comprehensive framework, we aim to provide a structured and enriching experience that aligns with the evolving needs of industries, enhances employability, and empowers our students to become competent professionals.

Through collaboration with industry partners, this policy seeks to establish mutually beneficial relationships that bridge the gap between academia and the workplace. We recognize the significance of real-world exposure in shaping the skills, attitudes, and work ethic of our students, ultimately preparing them for a seamless transition into the professional sphere.

Furthermore, this policy emphasizes the importance of ethical conduct, safety, and mentorship during attachment periods. It underscores the commitment of MIPS to ensuring a secure and supportive environment that facilitates learning, growth, and the application of theoretical knowledge in practical settings.

In adhering to this Attachment Policy, MIPS endeavors to produce graduates who are not only academically proficient but also possess the practical acumen and adaptability required to excel in a rapidly evolving global landscape. By championing a culture of innovation, collaboration, and experiential learning, we aspire to contribute to the development of a skilled workforce that meets the demands of the contemporary professional world.

Acknowledgement.

Special thanks to the members of the academic board for their contribution to this policy: Mr. George G. Maina, Madam Enrica Kathia, Mr. Edison Otieno, Mr. Kelvin Chalila, Madam Margaret Maina. Many thanks go to the Director, Mr. George G. Maina for his unwavering support and the opportunity given to the academic committee; the completion of this policy would not have been possible without your support and guidance, your counsel was very helpful and timely.

Abbreviations.

HR: Human Resources.

JD: Job Description

SOP: Standard Operating Procedure

MIPS: Milestone Institute Of Professional Studies

NHIF: National Health Insurance Fund.

NSSF: National Social Security Fund.

Definition of Terms.

Full time: Employees who are not in a temporary status and who are regularly scheduled to work the company's full-time schedule.

Part timer: Employees who are hired as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project and who are temporarily scheduled to work the company's full-time schedule for a limited duration.

Acting Appointments: When an employee is required to temporarily perform duties classified at a higher grade for a minimum of 6 months.

Reliever: An employment reliever is a person who is hired to temporarily fill a position that is vacant due to illness, vacation, or other reasons.

Confidential information: Confidential information is information that is not publicly known and that the organization has a legitimate interest in keeping secret.

Conflict of interest: A conflict of interest arises when an employee's personal interests' conflict with the interests of the organization.

Discrimination: Discrimination is the unequal treatment of individuals based on their race, color, religion, sex, national origin, age, disability, or genetic information.

Harassment: Harassment is any unwelcome verbal, written, or physical conduct that is based on a protected characteristic, such as race, color, religion, sex, national origin, age, disability, or genetic information.

Job description: A job description is a written document that describes the duties, responsibilities, and qualifications of a position.

Performance appraisal: A performance appraisal is a formal evaluation of an employee's performance.

Reasonable accommodation: A reasonable accommodation is a modification or adjustment to a job or work environment that allows a qualified individual with a disability to perform the essential functions of the job.

Severance package: A severance package is a financial payment that an employer provides to an employee who is being terminated.

1.0 Introduction.

MIPS HR Policies and Procedures Manual is designed to set forth the policies and procedures in accordance with the Labor Act of 2007 and underpinned by the Constitution of Kenya. These policies and procedures form a guideline for managing talent across Milestone Institute

This manual is designed to further the following goals:

- To provide a uniform system of human resource administration throughout MILESTONE INSTITUTE OF PROFESSIONAL STUDIES.
- To assist managers in the development of sound management practices and procedures, and to make effective consistent use of human resources throughout the institution.
- To promote effective communication among managers, supervisors and employees.
- To ensure, protect, and clarify the rights and responsibilities of both the employer and employees.

These policy and procedures are intended to serve as guidelines to assist in the uniform discharge of mandate to all Milestone Institute fraternity. Milestone Institute is registered with the Ministry of Education and Technical Vocational Education and Training Authority (TVETA) number TVETA/PRIVATE/TVC/004/2020. We are offering Diploma, Craft Certificate and Artisan Level programs.

1.1 Background of the Institution.

1.1.1 Vision.

To provide innovative education environment, opportunity and experience that enable individual, community and the region to grow, thrive and prosper.

1.1.2 Mission.

To be premier source for education, workforce, training, partnerships and economic development.

1.1.3 Philosophy.

1.1.4 Mandate.

1.1.5 Core Values.

- Commitments. • Accountability.
- Respect.
- Excellence.
- Diversity.
- Community.
- Empowerment

2.0 Policy Guidelines.

2.1 MIPS is an Equal Opportunity

Employer. Milestone Institute provides equal employment opportunities to all its employees and applicants for employment without regard to race, color, religion, gender, sexual orientation, gender identity, national or ethnic origin, age, disability or marital status.

Milestone institute complies with applicable state and local laws governing nondiscrimination in employment in every location in which we operate. This policy applies to all terms and conditions of employment, including but not limited to hiring, placement, promotion, separation, transfer, leaves of absence and compensation.

The college appoints, trains, develops, rewards and promotes Employees on the basis of their merit and ability.

2.2 MIPS Anti-harassment Policy and Grievance Handling procedure

Milestone Institute is committed to a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits unlawful discriminatory practices, including harassment.

Therefore, Milestone institute expects that all relationships among its employee, business partners and vendors in the office will be business-like and free of bias, prejudice and harassment.

Harassment includes, but is not limited to, unwanted conduct (whether verbal or otherwise), offensive behavior or bullying which is based on individual circumstances, which includes, but is not limited to their, gender, race, disability, physical appearance, ethnicity, nationality, sexual orientation, age, religion, belief or status.

Forms of harassment can include, but are not limited to, physical contact, jokes, offensive language, slander, gossip, offensive songs and letters, posters, obscene gestures, symbols, offensive screensavers or e-mail, WhatsApp messages, isolation, non-co-operation or exclusion, coercion for sexual favors, pressure to participate in political/religious activities, intrusion by pestering, spying, stalking.

Improper interference with the ability of Milestone Institute employees to perform their expected job duties on the basis of discrimination is absolutely not tolerated. Milestone Institute encourages reporting of all perceived incidents of discrimination or harassment. It is the policy of Milestone Institute to promptly and thoroughly investigate such reports. Retaliation against any individual who reports discrimination or harassment or who participates in an investigation of such reports is also prohibited.

2.3 Grievance Process

When and where possible, Milestone Institute encourages individuals who believe they are being subjected to such conduct to promptly advise the actor that his or her behavior is unwelcome and request that it be discontinued. Often this action alone will resolve the problem. However, Milestone Institute recognizes that an individual may prefer to directly pursue the matter through the procedures. In such circumstances, the employee should immediately discuss their concerns with their immediate line manager and/or HR

This supports the college's commitment to providing a professional working environment in which all individuals are treated with dignity and respect, free from harassment, bullying and discrimination.

2.3.1 Procedure for harassment prevention.

Except in cases where the individual agrees that an informal approach is preferable to satisfactorily resolve a concern relating to harassment, they should have the opportunity to have such a complaint formally dealt with through a Prevention of Harassment Procedure outlined below.

- Submit a complaint in writing to the Supervisor. Where the complaint is against the individual's immediate manager the complaint should be submitted to a more senior manager or HR Manager.
- Investigation of complaints should be dealt with within two weeks.
- Investigations will be carried out by the line manager or Human Resource representative unconnected to the complaint.
- Where witness evidence is obtained, it should be recorded in a witness statement and copies provided to the individual interviewed to sign and confirm the contents.
- Investigations should be carried out with sensitivity and respect for the rights of both the complainant and the alleged harasser.

- In certain circumstances, it may be necessary to suspend an employee on full pay for some or all of the period during which the complaint is being dealt with. Such a suspension will not constitute disciplinary action.
- The process should be managed in a language that the employee understands.
- A detailed written record should be made of formal meetings.
- All employees involved should be given reasonable notice in writing of meetings, details of the complaint and be advised of their right to be accompanied.
- A member of the Human Resources Department should be in attendance.
- Employees will have the right to present their complaint and to be accompanied by a work colleague at all formal hearings relating to this procedure.
- The individual should have the opportunity to appeal once, against the decision made. The decision on the appeal will be final.
- The Company will endeavor to maintain confidentiality in respect of all concerns raised where possible and appropriate. A breach of confidentiality may give rise to separate action under the disciplinary procedure up to and including dismissal.
- Individuals raising a complaint will not be penalized directly or indirectly for raising a concern unless that concern was unfounded and was not raised in good faith.
- Where following an investigation an incident of harassment has been perpetrated, the matter will be dealt with under the disciplinary procedure and may result in dismissal.
- Malicious complaints of harassment will be dealt with under the disciplinary procedure. Such action will be deemed potential gross misconduct.

2.4 Persons with disabilities

It is the policy of Milestone Institute to comply in accordance with statutes and regulations in its operating campuses concerning the employment of persons with disabilities. Furthermore, it is our college policy not to discriminate against qualified individuals with disabilities regarding the recruitment and selection process, promotion, compensation, training or other terms, conditions and privileges of employment.

Milestone Institute will reasonably accommodate qualified individuals with a disability in ensuring that they can perform the essential functions of their roles unless doing so causes a direct threat to these individuals' or others' health or safety in the workplace, the threat cannot be

eliminated by reasonable accommodation and/or if the accommodation creates an undue hardship to the college.
Please contact the Human Resource Manager for clarifications or requests on specific accommodation under circumstances of disability.

2.5 Recruitment and Selection Process at -MIPS

Aim

To set out the minimum requirements of a recruitment process that will:

- Attract and select the best possible applicants to vacancies
- Deter, identify and reject prospective applicants who are unsuitable for work with students.
- Meet statutory requirements on employment • Treat all applicants fairly and clearly.

2.5.1 Employee Classification

Milestone Institute has established the following employee categories:

Full time: Employees who are not in a temporary status and who are regularly scheduled to work the company's full-time schedule. Generally, these employees are eligible for the full benefits package, subject to the terms, conditions and limitations of each benefits program and their individual employment contract.

Part timer: Employees who are hired as interim replacements to temporarily supplement the workforce or to assist in the completion of a specific project and who are temporarily scheduled to work the company's full-time schedule for a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status.

Temporary workers are not eligible for company benefits unless specifically stated otherwise in the contract of engagement.

[Other Appointments](#)

Acting Appointments: When an employee is required to temporarily perform duties classified at a higher grade for a minimum of 6 months. An

acting employee will receive their basic salary plus an allowance such that the total remuneration is equal to the current basic salary of the acting position. All acting appointments or higher duties must be approved by the appropriate Head of Department. The approval is then forwarded to the Human Resources for action.

Reliever: An employment reliever is a person who is hired to temporarily fill a position that is vacant due to illness, vacation, or other reasons. Employment relievers are typically hired on a short-term basis, but they may also be hired for longer periods of time, depending on the needs of the employer.

Appointing Authority

Authority to appoint employees of the institution is vested in the Directors.

Transfer to Campuses: Employees may be transferred between the Campuses of Milestone Institute without affecting continuity of service, or terms and conditions of employment in accordance with these terms and conditions of service.

2.6 Recruitment and Selection Procedures

At Milestone Institute we are vigilant in our recruitment procedures. We follow this procedure every time we recruit a new staff member to our team.

2.6.1 Identification of recruiting panel

- We have a minimum of two people on our recruiting panel. The same two people are involved in every step of the process.
- At least one member of the panel will have attended training in safe recruitment procedures.

2.6.2 Advertising

- All vacant positions are open and advertised in compliance with our equal employment opportunity guideline.
- All our adverts include a 'recruitment and selection policy statement' which gives details of our equal opportunities policy and safe recruitment procedures.

2.6.3 Job application pack / recruitment materials

- All applicants should submit their details through the provided addresses.

2.6.4 Short-listing

- We shortlist all candidates against the person specification for the post.
- We ensure all applicants receive correspondence regardless of whether they are successful in reaching the interview stage or not.
- Applicants will be considered on the basis of their suitability for the post, regardless of their marital status, age, gender, culture, religious belief, ethnic origin or sexual orientation.

2.6.5 Interview stage

- A minimum of two people, usually the line manager and HR representative, will sit on the interview panel. Both will be involved in the overall decision making.
- At the interview, candidates will be questioned using the same set criteria and same questions. The questions will be formulated from the person specification.
- Candidates will be given a score for their answers
- Candidates will always be required to;
 - explain satisfactorily any gaps in employment
 - explain satisfactorily any anomalies or discrepancies in the information available
- The panel will then select the most suitable person for this position based on these scores.
- Each candidate will receive communication from MIPS stating whether they have been successful or not.

2.6.6 Background and Reference Checks

To ensure that individuals who join Milestone Institute are well qualified and to ensure that Milestone Institute maintains a safe and productive work environment, we conduct background checks on all applicants who accept an offer of employment.

Background checks may include verification of any information on the applicant's resume or application form such as Academic/Professional

certifications and previous employer details. Background checks may also include a criminal record check, although a criminal conviction does not automatically bar an applicant from employment.

Confirmation of employment with Milestone Institute is conditioned upon receipt of a satisfactory background check report. All background checks are conducted in conformity with the applicable labor laws. Reports are kept confidential and are only viewed by individuals involved in the recruiting process.

If information obtained in a background check would lead Milestone Institute to non-confirmation of employment, a copy of the report will be provided to the employee, and the employee will have the opportunity to dispute the report's accuracy.

The successful candidate will be offered the position subject to at least two references from previous employment or in the case of a newly qualified student, their tutor and a personal or professional reference. These references will be taken up BEFORE employment commences.

Referees will be sought directly.

All qualifications will be checked against actual certificates and copies taken for their personnel files.

2.6.7 Induction & Orientation

- For all new staff, a clearly written and structured induction/orientation programme is in place that includes training, shadowing and opportunities to read and discuss policies and procedures.
- The induction plan sets out what new staff members will cover before beginning work and throughout the 3-month induction period.
- Throughout the induction period, all new staff members will have regular formal supervision 1:1 meeting with their manager to discuss progress and identify any further training and development needs.

2.6.8 Probation

All full-time employees, other than temporary employees, will, upon first appointment, serve a probationary period of no less than 3 months from the date of taking up the appointment.

During the probationary period the Manager in charge of the new employee shall present progress reports on the employee to the management at the middle and at the completion of the probationary period. These reports shall indicate the suitability of the employee for confirmation. The period of probation may, however, be extended at the discretion of the Organization where in the opinion of a Head of Department sufficient time was not available to assess the employee's performance during the initial 3 months. The employee whose period of probation is extended shall be informed in writing accordingly.

All appointments which are not confirmed at the end of the extended probation period shall be terminated forthwith.

During probationary period, either party may terminate the contract by giving 7 days 'notice.

2.6.9 Promotions and Internal transfers

Employees with up to twelve (12) months of service may request consideration to transfer to other jobs as vacancies become available and will be considered along with other applicants. At the same time, the company may initiate transfers of employees between departments/functions and locations to meet specified work requirements or reassignment of work requirements.

Milestone Institute offers employees promotions to higher-level positions when appropriate. In line with the institution's commitment to developing talent pipeline, Management prefers to promote from within and may first consider current employees with the necessary qualifications and skills to fill vacancies above the entry level, unless outside recruitment is considered to be in the institution's best interest. Promotions to higher positions will not be automatic. Seniority in position or length of service will also not be regarded as sufficient grounds for promotion.

2.6.10 Re-employment into the Company

In some cases, the best employment decision might be the re-employment into the institution of ex-employees. Where this happens, only ex-employees who voluntarily resigned, have been retrenched, or who voluntarily retired can be considered. Ex-employees who were dismissed or who resigned involuntarily will not be considered. In considering these employees for re-employment, the normal recruitment procedure will be adhered to.

2.6.11 Mobility

The office location of each employee is as set out in the letter of appointment. However, during the course of employment, employees may be required to work in a similar capacity in any of the institution's offices. When this happens, employees will receive relocation expenses in accordance with the institution's relocation policy. Milestone Institute reserves the right to transfer any employee, either temporarily or permanently, to another department or location. In reaching any decision, full consultation will be undertaken with the employee. The employee's personal and domestic circumstances will be taken into account and reasonable advance notice will be given for the change.

2.6.12 Relocation within the country

When a job offer is made to an internal candidate in a town outside their place of residence, Milestone Institute will assist with the relocation expenses of the new employee. To facilitate this, the prospective employee must furnish management with receipts of actual cost incurred.

The following shall be provided:

- Cost of transportation of the employee and their immediate family to the work location. An employee may opt to drive their own vehicle(s) and claim mileage.
- Actual and reasonable costs of meals and temporary accommodation for the employee and dependents from the point of origin to the destination and upon arrival at the work site for a period of 7 calendar days.
- If suitable living accommodation has not been secured at the end of the one-week period, a special cost of living per diem allowance may be approved for a period not exceeding one month.

2.6.13 Employee Personnel Files

Employee files are maintained by the Human Resource department and are considered confidential. Line Managers may only have access to employee file information on a need-to-know basis. E.g. a manager considering the re-hire of an ex-employee or transfer of a current employee may be granted access to the file, or limited parts of it.

Access to own employee file will be permitted upon request. Employee file access request by an ex-employee may also be permitted under certain circumstances and upon approval of the Director. Employee files are to be reviewed in the Human Resource department and in the presence of the relevant HR staff. Personnel files may not be taken outside the HR department. Representatives of government or law enforcement agencies, in the course of

their duties, may also be allowed access to file information upon approval by the management or directors.

2.6.14 Nepotism, Employment of Relatives and Personal Relationships

Milestone Institute seeks to ensure that its corporate practices do not create situations such as conflict of interest or favoritism. This extends to practices that involve employee hiring, promotion, transfer and all other such decisions which affect an individual's employment with Milestone Institute.

Close relatives, partners, those in a dating relationship or members of the same household are not permitted to be in positions that have a reporting responsibility to each other. Close relatives are defined as husband, wife, domestic partner, father, mother, father-in-law, mother-in law, grandfather, grandmother, son, son-in-law, daughter, daughter-in law, uncle, aunt, nephew, niece, brother, sister, brother-in-law, sister-in-law, step relatives, cousins.

Milestone Institute reserves the right to apply this policy to situations where there is a conflict or the potential for conflict because of the relationship between employees, even if there is no direct-reporting relationship or authority involved.

2.7 Workplace Expectations

At MIPS we know what we stand for:

- Client Solutions
- Conducive and safe work environment
- MIPS Support and involvement in community services

2.7.1 Confidentiality

Our students and other parties with whom we do business entrust the institution with important information relating to their businesses and personal lives. It is our policy that all information considered confidential will not be disclosed to external parties or to employees without a "need to know" and due authorization.

- An employee should seek guidance/clarification from his/her line manager on confidentiality of certain information.
- This section of the handbook is intended to alert employees to the need for discretion at all times and is not intended to inhibit normal business communications.
- Employees shall at all times remain faithful to the Company in the performance of their duties and shall not, disclose to any person any

information about the practice, business, dealings or affairs of the company. These include but are not limited to trade secrets, accounts, patents, and trademarks, designs of the Company or its student information or any information an employee may acquire or may come to their knowledge in the course of their employment, and shall keep the information confidential.

2.7.2 Conflicts of Interest

An employee may be faced with situations in which business actions taken on behalf of Milestone Institute may conflict with the employee's own personal interests. Employees must avoid any relationship or activity that might impair their ability to make objective and fair decisions in the performance of their roles. Company property, information or business opportunities may not be used for personal gain.

The following circumstances could result in conflicts of interest:

- Owning or having a substantial interest in a competitor, supplier or contractor's business.
- Being employed by, or acting as a consultant to, a competitor or potential competitor, vendor or business associate regardless of the nature of the employment, whilst employed with Milestone Institute.
- Hiring or having supervisory work relationship with family members or closely related persons.
- Serving as a board member for a Medical or Health Sciences Institution.
- Accepting gifts, favors or free/discounted services from a customer/potential customer, competitor, vendor or business associate.
*Before engaging in any activity, transaction or relationship that might result in a conflict of interest, employees must seek review from their line manager or the Human Resource department in line with the Code of Conduct.

2.7.2 Press Statements, Interviews and Publications

An employee should **Not** issue any press statement, or give any interview, or submit for publication, or take part in any public debate or discussion, on any matter relating to the business of MIPS unless authorized in writing by the Director.

2.7.3 Care of Company Property

All employees shall take care of the institution's property and will be held personally responsible for any property in their control. If for any reason arising out of an

employee's negligence, or carelessness, property of the Company is lost or damaged, such employee may be required to pay for the cost of repair or replacement of such property. Damage, loss or theft must be reported to the Line Manager immediately it occurs.

2.7.4 Removal of Documents

No employee shall remove any books, manuals, reports, documentation, equipment or other items or property from the Company premises or from where such books and/or records are normally kept.

Upon termination of employment, employees shall return to the Company any manuals, reports, books, documentation, equipment, Staff Id's or other items or property which may have been issued to them.

2.7.5 Attendance and Punctuality

Timely and regular attendance is an expectation of performance for Milestone Institute employees. To ensure adequate staffing, positive employee morale, and to meet expected productivity standards throughout the company, employees will be held accountable for adhering to their workplace schedule. Not reporting to work and not calling to report the absence to immediate supervisor or HR is regarded as unauthorized absence and is a serious matter. Patterns of absenteeism or tardiness may result in discipline even if the employee has not yet exhausted his/her leave entitlements. Unauthorized absence for more than 3 consecutive days may be considered job abandonment and result in activation of employment separation.

2.7.6 Work schedule

2.7.6.1 Working Week:

The Company's standard working week comprises SIX days totaling to 46 working hours.

2.7.6.2 Hours of Work:

The normal hours of work shall be Monday to Saturday from 8.00 a.m. – 5.00 p.m.

2.7.6.3 Overtime

Occasionally, employees will be required to perform their duties outside normal working hours. Time worked in excess of a normal working day shall be deemed as overtime and should have been pre-approved. Employees in administrative jobs such as cleaner, driver, and guard shall be entitled to paid overtime which shall be compensated in accordance with the labor law. All other employees shall be compensated for overtime worked by taking time off in lieu of payment. The time off shall be agreed upon by their line manager.

2.7.6.4 Public Holidays

The Company observes all Public Holidays gazetted by the Government. 2.7.6.5

Lunch/Rest Periods

Employee meal periods are important to company productivity and employee health. Employees shall break for lunch at 1:00pm through to 2:00pm. Although employees on rest breaks are not required to clock in and clock out because this time is considered time worked and is compensable, maturity and discretion are expected in the utilization of these break periods.

2.7.7 Attire and Grooming

It is important for all employees to project a professional image while at work by being appropriately dressed. Milestone Institute employees are expected to be neat, clean and well-groomed while on the job – either within the company premises or at an external official event. Management is confident that employees will use their best judgment regarding attire and appearance that is culturally sensitive and consistent with the standards for a business environment and appropriate to the type of work being performed. Leisure clothes, sports shoes and sportswear are generally not appropriate for the office. Management however reserves the right to determine appropriateness. Any employee who is inappropriately dressed will be counselled or in severe cases may be sent home to change clothes. Continued disregard of this policy may be cause for disciplinary action, which may result in dismissal.

2.7.7.1 Business Casual

Clothing that reveals too much cleavage, your back, your chest, your stomach or your underwear is not appropriate in the workplace.

Employees are entitled to purchase the official dress down shirt at a subsidized rate. This can be worn with smart casuals or with other formal dress. On Fridays, employees are allowed to wear straight jeans with the Company's branded shirts/ blouses.

2.7.7.3 Uniforms

Support staff namely Customer service (front office), drivers, and office Assistants may be provided with uniform in order to promote the desired standard of dress. It is compulsory that all employees provided with uniform wear them while on duty. Uniforms bearing the Company's logo or uniform bought by the company for the employees' use apart from the dress down shirt must be returned if the employee leaves the Company or when replaced periodically. In the event an employee fails to return the uniforms, the cost of replacing the uniforms will be recovered from their terminal dues.

2.7.8 Electronic Communication and Internet Use

Milestone Institute has established guidelines for appropriate, ethical and professional use of the internet and company provided devices and e-mails. Company-provided equipment (e.g., laptops, and computers) and internet services may not be used for transmitting, retrieving or storing any communications of a defamatory, discriminatory, harassing or pornographic nature. The company also prohibits creating, viewing or displaying materials that might adversely or negatively reflect upon Milestone Institute or be contrary to Milestone Institute best interest.

2.7.8.1 Computers

All computers, data and information contained in the computer belong to the company. No employee is allowed to place data or information held in an electronic form in any computer owned by the Company without prior approval by the Principal and ICT Manager.

2.7.8.2 Right to Monitor

All company-supplied technology (hardware/software) and company related work records belong to the company and not to the employee.

Milestone Institute routinely monitors use of company- supplied technology.

Inappropriate or illegal use or communications may be subject to disciplinary action up to and including dismissal.

2.7.9 Gift Policy (or No-Gift Policy) Standards and Requirements

Our company gift policy is a no-gift policy. To avoid a conflict of interest, the appearance of a conflict of interest or the need for our employees to examine the ethics of acceptance, our company and its employees do not accept gifts from vendors, suppliers, students, potential employees, potential vendors or suppliers, or any other individual or organization, under any circumstances. All gifts must be channeled through the director's office.

All employees must abide by the following no-gift policy requirements:

- No gifts of any kind, that are offered by vendors, suppliers, customers, potential employees, potential vendors and suppliers, or any other individual or organization, no matter the value, will be accepted by any employee, at any time, on or off the work premises. By "gift," Milestone Institute means any item including pens, hats, t-shirts, mugs, calendars, bags, key chains, portfolios, as well as items of greater value.

2.7.10 Visitors in the work place

All requests for permission for non-employees to enter company property must be made at the front office. Unauthorized visitors should be escorted courteously but quickly from the workplace or to the front office.

2.8 Discipline in the Workplace

MIPS supports the use of progressive corrective discipline to address poor work performance or misconduct. Our Policy and Disciplinary Procedure is designed to provide a corrective process to improve and prevent a recurrence of undesirable behavior.

The following outlines Milestone Institute progressive disciplinary procedure. Milestone Institute reserves the right to combine or skip steps in this process depending on the facts of each situation and the nature of the offense. The level of disciplinary intervention may also vary.

2.8.1 Disciplinary Procedures

Before a warning is issued, all the facts should be obtained and evaluated to establish whether the misconduct has, in fact, occurred. Having obtained all the necessary details and having heard the employee's views, appropriate action should be taken which may include a warning and/ or training or supervision. Where a warning is issued, the nature of the misconduct should be pointed out to the employee concerned and they should be advised of what is required to correct the situation and of the possible consequences of failing to respond to the warning. A date for review of the matter should be agreed with the employee concerned. Examples of some of the misconduct

include the following:

- Occasional and/or recurring absence from work;
- Repeated lateness;
- Extended rest breaks
- Low work standards.
- Recurring absence from work
- Unauthorized absence from the workplace;
- Minor insubordination; • Neglect of safety precautions;
- Lack of attention to duty.
- Serious neglect of work standards;
- Insulting behavior;

- Rowdiness at work that is disobedient to those placed in authority.
- Fighting;
- Incapacitation due to alcohol;
- Theft;
- Intentional gross neglect of duty;
- Insubordination, threats and abuse;
- Harassment of all types including sexual harassment and bullying among others.

2.8.2 Disciplinary steps

Step 1: Show cause

Step 2: Verbal Warning

It involves talking to the employee and explaining the nature of the unsatisfactory behavior and what change must occur. Verbal warnings should not be given for petty behavior or where a timely word of advice would correct the unsatisfactory behavior concerned. The employee will sign this record as acknowledgment that the warning has been received and understood. Refusal by the employee to sign the acknowledgment will not invalidate the warning. Details of the warning will be retained on the file but will only remain valid for a period of six (6) months and cannot be appealed. [Step 3: First Written Warning](#)

When an employee has been verbally warned but continues to breach regulations but such breach, does not warrant urgent and immediate suspension, the Company will:

- Serve the employee with a written notice of the complaint made against him/her;
- Require the employee to offer a written explanation within fourteen (14) days from the date of the notice;
- Consider the explanation given by the employee with any other information or evidence relevant to the matter and determine whether the employee is guilty or not;
- If the employee is found guilty, he/she will be served with a first written warning;
- The written warning will be given as soon as possible after the misconduct and a copy placed in the employee's personnel file.
- The employee will sign the record as an acknowledgment that the warning has been received and understood.

The warning will state: - •

Details of the complaint;

- Changes in behavior that are required;
- A period of time during which the employee's performance will again be reviewed;
- That failure to change may result in loss of employment; and
- The period of time for which the warning will remain valid.

The manager issuing the warning and the employee to whom it has been issued shall sign the warning. Refusal by the employee to sign the record shall not invalidate the issuance of the written warning. The reason for refusal shall be noted on the form and an independent witness shall sign the record.

Such warning shall be valid for a period of 6 months and can be appealed.

Step 4: Second Written Warning

If the unsatisfactory situation continues, a memorandum summarizing the details of corrective actions, referring to the prior verbal and written warnings is made. This will serve as the second written warning. A copy of this warning will be placed in the employee's personal file. The employee will sign the record as an acknowledgment that the warning has been received and understood. Refusal by the employee to sign the record shall not invalidate the issuance of the written warning. The reason for refusal shall be noted on the form and an independent witness shall sign the record.

Such warning shall be valid for a period of 12 months and can be appealed.

Step 5: Final Written Warning

Where a written warning is considered inadequate because of the seriousness of the misconduct or when an act of misconduct is committed within twelve (12) months of the employee having received an earlier written warning(s) for misconduct, a final warning may be given. The final written warning will be documented. The employee will sign the record as an acknowledgment that the warning has been received and understood. Refusal by the employee to sign the record shall not invalidate the issuance of the written warning. The written warning will be placed in the employee's personal file and will remain valid for a period of twelve (12) months.

Step 6: Final Decision and Action

Where Steps 1 to 4 have been followed but performance remains unacceptable or where the employee continues to breach the Company's regulations, a final recommendation should be made to the Principal by the Line Manager in consultation with HR Manager as follows:

Suspension/Interdiction

The Company shall have the right to suspend an employee, with pay, prior to the determination of disciplinary action where an offence is considered as serious, and/or that the continued presence of the employee may hamper investigations.

An employee may be suspended from duty only under the following circumstances; •

Without pay, when he/she has been convicted of a criminal offence;

- With pay, when the employee's presence may hamper ongoing investigations.
- Where criminal proceedings have been instituted against an employee under suspension and such an employee is neither dismissed nor otherwise punished, the whole or any salary withheld or stopped shall be restored to the employee upon termination of such proceedings.

If any punishment other than dismissal is inflicted, the employee may be refunded a proportion of salary withheld as a result of his/her suspension.

2.8.3 Summary Dismissal

An employee who engages in gross misconduct shall be summarily dismissed in accordance with section 44 of the Employment Act, 2007 of the Laws of Kenya.

Any of the following matters amount to gross misconduct and may render an employee liable to summary dismissal:

- If, without leave or other lawful cause, an employee absents himself/herself from the proper and appointed place for the performance of his/her work;
- If, during working hours, by becoming or being intoxicated, an employee renders himself/herself unwilling or incapable of performing his/her work;
- If, an employee willfully neglects to perform any work which was his duty to perform, or if he carelessly and improperly performs any work which from its nature was his/her duty, under the contract, to have performed carefully and properly;
- If an employee uses abusive or insulting language, or behaves in a manner insulting, to his/her employer or to a person placed in authority over him by his/her employer;
- If an employee knowingly fails, or refuses to obey a lawful and proper command which was within the scope of his/her duty to obey, issued by his/her employer or a person placed in authority over him by his/her employer;
- If in the lawful exercise of any power of arrest given by or under any written law, an employee is arrested for a cognizable offence punishable by imprisonment and is not within fourteen days either released on bail or on bond or otherwise lawfully set at liberty; or

- If an employee commits, or on reasonable and sufficient grounds is suspected of having committed a criminal offence against or to the substantial detriment of his/her employer or his/her employers' property;

Disciplinary cases shall be dealt with promptly and finalized within a maximum period of six (6) months. Where a matter under investigation necessitates, the directors shall give an additional period.

2.8.4 Corporate Crimes and Related Offences

All proven cases of dishonesty, betrayal of trust or gross negligence constitutes a dismissible offence in terms of the Company's disciplinary procedure. Corporate crimes and other dishonesty related offences will include but not limited to the following:

- a. All types of theft or fraud.
- b. Misappropriation or unauthorized possession, including unauthorized borrowing of Company funds, property or assets. This includes the property of a colleague, guest or visitor.
- c. Non adherence to laid down procedures for cash and cheque handling, receipting or safe keeping.
- d. Abuse of Company or related benefits for personal gain.
- e. Misrepresentation or fabrication of any documents for personal gain
- f. Acquiring of any business by fraudulent means.
- g. Falsification of any business or client information, such as signature, stop orders, business applications, client's requirements, reports and documentation.
- h. Offering or receiving a bribe.
- i. Misuse or abuse of Company property.
- j. Entering false details in Company vehicle registers or employees' attendance registers.
- k. Unauthorized use of Company letterheads, cars and equipment for personal gain.
- l. Not receipting money received from students in accordance with Company policy and procedure.
- m. Disclosing information regarding confidential computer passwords to unauthorized persons.
- n. Any action leading to the breaking down of the relationship of trust existing between the Company and employee.
- o. Any criminal offence perpetrated by an employee which could have an impact on the Company and affect the employer/employee relationship.
- p. Any offence relating to the issuing of a press statement, interview or public debate without permission from Director.

- q. Having due knowledge of any of the above offences and failing to notify a Line Manager or Principal.
- r. Intoxication

2.8.5 Disciplinary Hearing procedure

Before terminating the employment of an employee, the Company shall hear and consider any representations which the employee and his representative may make.

The following aspects for procedural fairness shall be met:

- The original complaint must be received in writing.
- The matter must be fully investigated and all aspects of investigation recorded in writing.
- The employer must inform the employee in writing of the full nature and details of charge/s against him/her and explain in a manner the employee can understand; and the employee shall be entitled to have another employee of his choice present during this explanation.
- No employee shall be victimized as a result of their having advised or represented any employee during a disciplinary hearing.
- The employee must be advised in writing of his/her rights.
- Written statements must be taken down from complainant and all witnesses
- The employee (accused) must be given copies of all written statements before the hearing
- The employee (accused) must be informed of the Disciplinary Hearing Panel members. Any objection to the panel members must be communicated in writing and valid reasons given for review.
- The employee must be advised in writing of date, time and venue of disciplinary hearing.
- A neutral party must be appointed as the Chairperson and given the authority to give a ruling.
- The employee should be allowed reasonable time to prepare his/her defense and appoint another employee as a representative during the proceedings
- The employee must be given an opportunity to state his/ her case during the proceedings
- The employer must inform the employee in writing of a decision regarding a disciplinary sanction and in a manner that the employee can understand
- The employer must give clear reasons for dismissing the employee
- The employer must keep records of disciplinary actions taken against each employee, stating the nature of misconduct, disciplinary action taken and the reasons for the disciplinary action.

2.8.5.1 The disciplinary hearing checklist:

1. Introductions
2. Check on representation
3. Check whether all aspects of procedural fairness stated above have been met
4. Explain the purpose of the hearing
 - a. To establish the facts surrounding the alleged transgression
5. Explain the procedure to be followed (which is outlined below)
6. Put charges to the employee and ask him/her to plead
7. Opening statements
 - a. Employer representative makes opening statement
 - b. Employee representative makes opening statement
8. Narrow the issues around which there are no dispute
9. Explain basic rules of evidence to be followed
10. Company presents its case through witnesses
 - a. Examination
 - b. Cross-examination by employee representative
 - c. Re-examination
11. Employee presents his/her case through witnesses
 - a. Examination
 - b. Cross-examination by company representative
 - c. Re-examination
12. Closing arguments by both parties
13. Chairperson adjourns for at least 3 days to have the minutes compiled.
14. Accused and all present are immediately handed a copy of the minutes to sign off confirming the details are correct.
15. Chairperson considers whether a fair procedure has been followed. Chairperson decides on guilt or innocence based on the evidence presented by both sides and on the balance of probability. Balance of probability is the basis on which guilt or innocence is decided. In weighing up the balance of probability, the previous disciplinary record of the accused, his personal circumstances, his previous work record, mitigating circumstances are EXCLUDED from the picture – these aspects are considered only when deciding on a suitable and fair sanction. The decision on guilt or innocence is decided only on the basis of evidence presented and in terms of the balance of probability.
16. Chairperson reconvenes the hearing.

17. Chairperson advises accused of guilty verdict. If not guilty, this is confirmed in writing to the accused and the matter is closed.
18. The accused and all present are handed a copy of the minutes to sign off confirming that the details are correct.
19. Chairperson considers and decides on a fair sanction
20. Chairperson reconvenes the hearing and delivers the sanction which should be confirmed in writing.
21. Chairperson advises the accused of his/her rights to appeal within 7 days and/or to refer the matter to the Labor Office or Labor Relations Court within three months of the date of dismissal.

2.8.5.2 Disciplinary Hearing against a Senior Manager

Upon receiving serious disciplinary complaints on a senior manager, the Principal/Director shall process the matter for consideration by the HR Committee. The Committee shall determine the case and in doing so shall grant the Manager an opportunity to defend himself/herself as per the disciplinary procedures.

2.8.5.3 Appeals against Disciplinary Action

Where an employee is dissatisfied with the decision either because the procedure was not adhered to or because he considers that he received unfair or severe treatment he/she has the right to appeal.

The employee may appeal for a review of the case within 7 days from the date of communication. The employee must state clearly the nature and grounds for the appeal and address their appeal to the Human Resources Manager.

For Senior Managers, the appeal should be addressed to the Chairperson of the Appeal Committee which shall be constituted at the prerogative of the Board Chairperson.

2.9 Employee on Probation

Probationers are subject to the same discipline standards as longer service employees. However, only one Formal Written warning will be given during probation. The repetition of unacceptable behavior following the formal written warning will lead to dismissal, as the appointment will not be confirmed.

2.10 Grievance Handling Procedure

Any employee who has a grievance is entitled to make use of the Grievance Procedure. A grievance is any feeling of dissatisfaction or perceived unfair treatment, which employees experience in relation to their work and employment situation and which constitutes a grievance of right. The aim of the Grievance Procedure is to enable employees to have their grievances resolved fairly, quickly

and at the earliest possible stage. Employees may lodge grievances without fear of victimization.

No employee shall be victimized as a result of their having advised or represented any employee lodging a grievance.

Stage 1: Informal Meeting

The first step in dealing with a grievance is an informal meeting between the employee and their manager or the manager with whom the grievance has been lodged. If the employee is not satisfied with the outcome of Stage 1 of the procedure, they may then request that a formal grievance hearing be held.

Stage 2: Formal Grievance Hearing

The Human Resources Division shall convene a formal hearing into the facts of the case, carried out in accordance with procedural fairness and following general principles stated below:

- a. The Human Resources Division shall appoint a Chairperson for the grievance hearing.
- b. After hearing all available evidence, the Chairperson shall make a finding on the matter and make their decision known to all parties in writing.
- c. The finding of the grievance hearing Chairperson is **final** and cannot be appealed.
- d. Should the grievance not be resolved to the satisfaction of the employee(s), they shall be entitled to take the matter to arbitration.

2.11 Repayment/Recoveries of Losses of Company Funds

Where an employee negligently commits any of the following offences without satisfactory explanation, he/she shall be disciplined including surcharge for all or part of the amount involved:

- Negligently making or approving improper payments of Company funds;
- Misuse of Company stores, vehicles or other property or services provided for official purposes;
- Fraudulently loses company funds

In the event that the loss was a shared responsibility by a number of employees, the surcharge will be recovered equally from all the employees involved including the Manager in charge.

In the event of fraud/abuse which has caused loss to the company, the Company retains the right to prosecute.

Where an employee has received any erroneous payment, he/she shall be liable to refund to the Company the amount of such payments. Deductions will be made from his salary in monthly instalments not exceeding 25% of his monthly salary.

2.12 Criminal Prosecution

All proven cases constituting a criminal offence will be handed over to the Kenya Police for criminal

Prosecution, in addition to normal Company disciplinary action being taken against the perpetrator. The decision to override this action shall be at the sole discretion of the directors.

2.13 Compensation

2.13.1 Performance and Salary Review

Salary increases are awarded for work performance exceeding normal expectations and are not an automatic entitlement. Increases may be deferred or stopped for disciplinary reasons.

Merit increases are based on the company's and the individual performance and are thus not guaranteed. The employee's overall performance and salary level relative to his/her position responsibilities are evaluated to determine if/what percentage salary increase would be warranted.

2.13.2 Payment of salary

Base Salary payment is made monthly up to the pay date. Payment is usually by the 5th of the month net of all statutory deductions. In the event of the 5th day falling on a weekend, or a public holiday, the working day immediately preceding this date shall be the date upon which salaries are paid.

Overtime payment, where applicable is also paid along with the monthly salary for such payment covering overtime hours worked in the previous month. It is the company's policy that monthly salaries will be paid via direct deposits into each employee's salary account.

If the normal payday falls on a company-recognized holiday or weekend, the company shall endeavor to make payment one workday before the aforementioned holiday/weekend.

In the event of a change of name or salary account, an employee must promptly alert Human Resources department so the payroll records can be adjusted accordingly and this must be approved by the director human resource.

2.13.3 Travel

Employees may from time to time be required to travel outside of their primary location in the performance of their duty or special assignments/projects. Employees will be reimbursed for reasonable expenses incurred in connection with approved travel on behalf of the company.

Travelers seeking reimbursement should ensure their expenses remain within the applicable limits and exercise care to avoid the appearance of impropriety. If a circumstance arises that is not specifically covered in the travel policies, the most conservative course of action should be adopted.

Employee travel must be authorized in advance, giving enough notice for the Administration Desk to make all necessary arrangements. Upon completion of the trip, and within 10 working days, the traveler must submit a Travel Settlement Form with supporting documents to obtain reimbursement of expenses or reconciliation of the travel advance, as the case may be.

2.13.3.1 Employees Travelling Together

No more than three (3) employees and no more than two (2) employees at grades of Manager or above should travel in the same aeroplane/motor vehicle.

2.13.3.2 Travel Reimbursement

Employees authorized by the Company to travel on official Company duties are entitled to reimbursement of their expenses in the event that they use their personal vehicles at prevailing Automobile Association of Kenya (AA) rates. Details are available in Finance Department. **2.13.3.3 Out of Pocket Expenses**

2.13.3.4 Reimbursement Procedure

Employees will be reimbursed for costs incurred in the service of the Company. Expenditure must be approved by a Head of Department in advance. Claims should be made by filling a claim form. Claims should be made on a monthly basis at the end of a calendar month.

2.14 Leave of Absence

Milestone Institute encourages employees to maintain a healthy work life balance and therefore makes provisions for employees to embark on paid absences under various circumstances.

2.14.1 Paid National Holidays

2.14.2 Annual Leave

National holidays declared during the calendar year are observed by all employees.

- All full-time employees of Milestone Institute are entitled to 30 working days paid annual leave per Calendar year.
- Each employee is expected to agree on an annual leave utilization plan with their line manager at the beginning of the year. An employee that wishes to

take a block of days as leave, should submit their application not later than 5 working days before commencement of the leave.

- Where the application is rejected, the line manager should provide an appropriate reason to the employee and immediately agree on an absence period which is more suitable for the team.
- If a holiday falls during an employee's vacation, the employee is expected to resume on the date earlier agreed with the line manager.
- Employees may carry over to the following year a maximum of 5 leave days.

2.14.3 Maternity Leave

Female Milestone Institute employees are granted up to 90 calendar days' maternity-leave for childbirth and for care of the baby. The employee is expected to give ample notice (one month) of her planned maternity leave to her line manager to allow for proper business continuity and management in the team.

Upon resumption from maternity leave, the employee shall also be entitled to daily time off of up to one (1) hour for the next 6 months to nurse her baby. This time off, as agreed with the line manager may be:

- Resumption to duty one hour later than the official resumption time
- Closure from work one hour earlier than the official closing time

2.14.3.1 Miscarriage and Stillbirth

An employee who has a miscarriage during the third trimester of pregnancy or bears a stillborn child is entitled to maternity leave for six (6) weeks after the miscarriage or stillbirth, whether or not the employee had commenced maternity leave at the time of the miscarriage or stillbirth.

2.14.4 Paternity Leave

The company will grant fourteen (14) consecutive calendar days of paid paternity leave, per year, to a male employee. The employee's records should proof the relationship. Such leave is to be within thirty (30) days following the birth of the child.

The employee should inform his/her line manager within 30 days of the birth of the child of his intention to embark on this leave.

Where an employee requires more than the specified days, the additional days must be in agreement with his line manager and will be deducted from his annual leave balance. Unused paternity leave beyond 30 days shall be forfeited.

2.14.5 Compassionate Leave

In the event of serious illness/injury or death/funeral of an employee's immediate family member (child, spouse, sibling, mother or father), the concerned employee shall be entitled to seven (7) working days' paid leave per incident. Any requirement

beyond the entitlement must be approved by the department head and HR Manager, otherwise deducted from the employee's annual leave entitlement.

2.14.6 Sick Leave

Full-time employees of Milestone Institutele are entitled to seven (7) sick leave days per year in line with labor legislations. Sick leave may be used for an employee's personal illness and medical and dental appointments. Sick leave may also be utilized in circumstances where the employee^{le} is required to take care of his/her sick child or spouse on hospital admission.

If an employee is unable to report to their place of work by reason of incapacity, they are required to inform the Manager by 9.00 a.m. on the first day of such absence.

An employee who has a sick leave absence in excess of two consecutive working days must present medical documentation for the absence. All sick leaves must be recorded in the leave form.

Unused sick leave days for a financial year shall not be carried over to another financial year, and will not be considered in the calculation of an employee's End of Service entitlement.

2.14.7 Absence and Notification

If an employee is unable to report to work for any reason except incapacity, they should inform the Manager by 9.00 a.m. on the first day. Such information will be accepted by text messages, e-mail, or letter and must contain a reason acceptable to Management. Such absence may only be approved where an employee is required to attend to urgent and unanticipated personal matters of exceptional importance to them, and which are of a nature that requires their personal attendance during working hours. Such absence, if approved, will be treated as part of Annual Leave.

2.14.8 Unpaid Leave

Leave taken beyond an employee's available entitlement may be unpaid for up to 30 days at the discretionary approval of the Group HR and Director. The employee's job performance, absenteeism and departmental requirements will all be taken into consideration before such request is approved. The employee must return to work on the scheduled return date or be considered to have voluntarily terminated employment with the company.

2.14.9 Compulsory Leave

The Director may request an employee to proceed on leave on any of the following grounds: -

- As a disciplinary measure.

- To enable official investigations be carried out on the employee's activities
- With reasonable cause, direct any officer or employee to proceed on leave, for a period Not exceeding fourteen days.

2.14.10 Exam Leave

2.15 Benefits

Working with MIPS provides its employees numerous benefits – some general and others as applicable to each employee's role or employment grade.

2.15.1 NHIF

Contributions to the National Hospital Insurance Fund are regulated by the NHIF Act. The employee pays for the full amount as regulated by the NHIF Act.

2.15.2 NSSF

The Company pays 50% of the employee's monthly contribution while the remainder is borne by the employee.

2.16 Employee Welfare

Milestone Institute is continually improving the standards of the employee welfare in line with our commitment to support our immediate community – the employees.

The policy provides a guideline to support employees in the following circumstances:

- A new-born child by employee or employee's spouse – A birth notification shall be required
- A Wedding – A wedding notification shall be required
- Death of:
 - Employee
 - Employee's Spouse – proof of marriage required
 - Biological children – birth certificate required
 - Legally adopted children – proof of adoption
 - Biological parents

Contribution Fund – Employer may contribute a lump- sum of Kshs. 10,000.

All employees should be members of the welfare scheme as it gives us the opportunity, as a Company to actively participate in both celebrative and unfortunate circumstances.

This scheme will apply to all employees.

Human resource department will be responsible for processing the above applications.

The scheme members shall make a monthly contribution of KShs. 300 as a payroll deduction. The Company will expense amounts paid for staff welfare and all amounts recovered from staff at the end of the year. The contributions will be utilized in any of the events outlined above as follows;

2.17 Training and Development at MIPS

Milestone Institute is committed to the capacity development of its employees and provides an environment where continuous learning is adopted as an organizational culture.

Our company culture encourages all forms of knowledge and skills transfer and mentorship between colleagues, whether direct or across the Company. All employees are encouraged to actively take part in this activity and management and the Human Resources Division is committed to providing assistance if required.

Learning at Milestone Institute consists of a range of interventions and activities including On-the-Job activities Mentoring, Projects/Assignments, Acting Appointments, Role Rotations as well as Formal Classroom Trainings facilitated internally or by external trainers.

Employees may also request training on ad-hoc basis. Selection in such circumstance shall be based on alignment to business objectives, budget availability and the Function Head's approval.

It is the Company's policy to ensure that selection for training and development interventions are fair and equitable and based on the employee's and company's needs as determined by the Performance Review process as well as the Strategic Business Focus.

Learning and Development is the joint responsibility of the employee, line manager and the company. Employees are thus encouraged to work in conjunction with their line manager to seek appropriate opportunities.

Prior to commencement of any intervention, the employee and line manager are expected to discuss the relevance/appropriateness and potential value of the activity as well as follow-on support required for practical application of the learnings. Measurement standards for evaluating the effectiveness of the program should be agreed and be measured within 3-6 months of completion.

2.17.1 Professional Sponsorship Program

The Company will sponsor employees for training in various professional fields according to the departmental requirements and following approval by the Line Manager.

The sponsorship will be regarded as advance to the employee and will be written off when one passes the examinations. However, where a failure is registered,

the employee will be required to reimburse to the Company the amount paid for the training.

Any employee who wishes to have a re-sit will thereafter be required to meet the cost of the re-sit at their own expense. Employees who register for an examination and fail to sit for it will be considered to have sat that particular paper and failed, and will also be required to pay back to the Company the money paid for the registration of the examination.

All sponsored employees shall present a copy of their transcripts and certificates to Human Resources Manager for all company sponsored training.

2.18 Performance Management

Performance Assessments are conducted on an annual cycle. This cycle typically begins with the setting of Key Performance Measures (KPMs). These are performance targets/expectation agreement between the employee and line manager at the beginning of the financial year. By mid- I year, an assessmentbased discussion is expected to occur between the employee and line manager to ensure objectives are still on track and provide meaningful feedback from the employee's performance so far.

Performance appraisals shall be conducted once a year.

At the end of the Performance year, an employee's performance will be discussed and reviewed by both the employee and line manager. Both parties will complete the performance assessment form to ensure that all strengths, areas for improvement and career/developmental plans have been clearly communicated and captured.

The signed records shall be retained in the Company's staff records.

2.18.1 Performance Appraisals

The appraisal process involves: -

- Clarifying a job's role and agreeing on the objectives for the Appraisal period.
- Measuring performance against set objectives, targets and defined performance criteria
- Identifying and agreeing on development needs

Appraisal discussions should always be confidential between the employee, their supervisor, the Registrar, the principal and the Human Resources Manager.

2.18.2 Managing Poor Performance

Poor performance is an indication of a gap between the employee's performance and the expected level of performance. If a manager establishes that an employee is not meeting the required standard, the manager should address the problem.

The manager should determine the reason for the poor performance. If the unsatisfactory performance is a result of inadequate skills or knowledge, then appropriate training should be provided where available. If the unsatisfactory performance is as a result of inadequate resources, then the necessary resources should be provided, or lack of resources must be taken into account for the level of performance.

However, if the employee is sufficiently skilled and has the necessary resources, then the manager must counsel the employee to identify the reason for the poor performance, and ensure the employee agrees to improve to the required standard within a reasonable timeframe to be agreed in the counselling session.

Performance counselling sessions should have specific performance targets and timeframe within which they shall be met. These discussions should be documented and a copy of the document provided to the staff member.

If after the counselling session, the employee continues to perform unsatisfactorily, the manager must have a session within the timeframe to ascertain the reason for continued poor performance. The employee must be advised that failure to meet the required standard could lead to disciplinary action. If the employee continues to perform unsatisfactorily, a letter addressing poor performance should be issued and disciplinary procedure commenced.

Management will have the following options:

- Confirm that performance meets the agreed upon standard
- Extend the timeframe
- Terminate the employee

2.19 Workplace Health and Safety

2.19.1 Employees Responsibilities

You have a responsibility for your own safety at work and therefore must:

- Take reasonable care of yourself and other people who may be affected by what you do or do not do.
- Not misuse anything that is provided as a health or safety service.

2.19.2 Management's Responsibilities

Management will always ensure that the following conditions are in place:

- Ensure the working environment is safe.

- Provide and maintain equipment, premises and systems of work which are safe and do not endanger health.
- Make sure that the handling, storing and transporting of objects and substances is carried out safely.
- Provide safety information, instruction, training and supervision as necessary.
- Provide and maintain safe access to and exit from any place of work. It is the responsibility of each employee to conduct all tasks in a safe and efficient manner complying with all company and statutory safety and health regulations and standards.

Each employee has the responsibility to identify and familiarize her/himself with the emergency/evacuation plan for his/her working area. Each facility shall communicate an emergency plan detailing procedures in handling emergencies such as fire, weather-related events and medical crises. This communication may include frequent drills.

Non-compliance with safety and health guidelines or engaging in conduct that places the employee, client or company property at risk can lead to disciplinary action and/or dismissal.

The Health and Safety representative shall have the responsibility to develop and the authority to implement the safety and health programs and policy in the interest of a safer work environment.

2.19.3 Smoke-Free Workplace

It is the policy of Milestone Institute to prohibit smoking within its premises* in order to provide and maintain a safe and healthy work environment for all employees. For the purpose of this handbook, smoking is defined as the "act of lighting, smoking or carrying a lighted or smoldering cigar, cigarette or pipe of any kind."

The smoke-free workplace policy applies to:

- All areas of company buildings*.
- All company-sponsored off-site conferences and meetings.
- All vehicles owned or leased by the company.
- All visitors (customers and vendors) to the company premises.
- All contractors and consultants and/or their employees working on the company premises.
- All employees, temporary employees and interns.

*This applies to common areas such as reception, rest rooms, private offices and conference rooms.

2.19.4 Workplace Bullying

Milestone Institute defines bullying as “repeated inappropriate behavior, either direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work in the course of employment”. Such behavior will not be tolerated.

Bullying may be intentional or unintentional. However, it must be noted that where an allegation of bullying is made, the intention of the alleged bully is irrelevant and will not be given consideration when meting out discipline.

As in other forms of harassment such as sexual harassment, it is the effect of the behavior upon the individual that is important. Milestone Institute considers the following types of behavior examples of bullying:

- Verbal bullying: Slandering, ridiculing or maligning a person or his/her associates/relatives; persistent name calling that is hurtful, insulting or humiliating; using a person as the butt of jokes; abusive and offensive remarks.
- Physical bullying: Pushing, shoving, kicking, poking, tripping, assault or threat of physical assault; damage to a person’s work area or property.
- Gesture bullying: Non-verbal threatening gestures or glances that convey threatening messages.
- Exclusion: Socially or physically excluding or disregarding a person in work-related activities.

Employees found guilty of such behaviors shall be disciplined up to and including dismissal.

2.19.5 Violence in the Workplace

All employees, customers, vendors and business associates/partners must be treated with courtesy and respect at all times. Employees are expected to refrain from conduct that threaten, intimidate or coerce another employee, customer, vendor or business associate/partner.

Milestone Institute resources may not be used to threaten, stalk or harass anyone within or outside the workplace.

Milestone Institute will also treat threats coming from an abusive personal relationship in the workplace as it does other forms of violence.

Indirect or direct threats of violence, incidents of actual violence and suspicious individuals or activities should be promptly reported to a line manager, Human Resources, member of Milestone Institute Safety/Health team or any member of

senior management for prompt and thorough investigation. The identity of the individual making a report will be protected as much as possible and there will be no retaliation against employees making such reports in good-faith.

Any one employee found culpable of threats of or actual violence or other conduct that is in violation of these guidelines will be subject to prompt disciplinary action up to and including dismissal.

2.19.6 Accident Reporting

If any employee has an accident at work, no matter how trivial it seems, it should be reported to the Human Resources Manager.

Any injury which results in a visit to the hospital leading to a more than three days' absence from work should be reported to the Human Resources Manager.

2.19.7 First Aid

Prompt first aid may save a life or lessen the consequences of injury. Suitable employees can become First Aiders and training at the company's expense will be arranged.

First Aid kits are available at the HR Manager's Office.

All staff are encouraged to familiarize themselves with the safety procedures by actively participating in the fire drills and other evacuation

2.19.8 Fire Safety

Fire is defined as flame, smoke, abnormal or excessive heat. If any of these is discovered the following action should be taken:

- Raise the alarm by operating one of the emergency call points.
- Evacuate the building in an orderly manner.
- Assemble at a pre-designated point and report to the nominated officer responsible for the division.
- Do not run.
- Do not use lifts.
- Only attempt to use a fire extinguisher if the fire is of a minor nature.
- Take care of visitors.

2.19.8.1 Fire Precautions

Fire exits must not be blocked or locked at any time. Passageways must be left free and clear and fire-fighting equipment must be properly maintained.

Testing of fire alarms will be carried out regularly to ensure that they are in good working condition.

2.19.9 Good Housekeeping

The basic requirement for ensuring health and safety of employees is an organized, tidy workplace. Hazards can be reduced if employees keep floors, passages and stairs clear of goods, obstructions and trailing leads.

Waste paper should be thrown into a bin and not around it. All rubbish must be cleared away regularly.

Broken glass or other sharp objects must be disposed of carefully and never left exposed in a waste paper bin.

Do not over load top drawers of filing cabinets or desks, or open more than one drawer at a time as this may cause a cabinet to tip over. Drawers of filing cabinets and desks should not be left open as this creates a tripping hazard.

Ensure that there are no trailing cables and leads from, for example, a telephone as this could cause an accident.

Furniture, which is broken or unsafe must be removed immediately or effectively repaired.

To gain access to high shelves you should use stools or secure stepladders and never climb on boxes or chairs.

Spilt liquids can cause accidents and should be cleared up immediately.

Anything which is a potential hazard should be reported to the relevant managers or the Human Resources Manager.

2.19.9.1 Corridor, Stairs and Access Routes

When moving around buildings you should always remember to look where you are going and be alert for moving items such as trolleys. On stairways it is advisable to walk in a single file keeping to the left; whatever the urgency, you should never run along corridors.

2.19.10 Code of Conduct on HIV/AIDS

Milestone Institute will contribute to the reducing of the spread of HIV/AIDS to educate and protect the employees and where possible their immediate family members.

The policy also aims at achieving the Company responsibility of ensuring Health & Well – being of its employees.

The company will not practice any discrimination towards employees who are HIV/AIDS positive.

The Company will actively seek to inform and educate employees about the threat of HIV/AIDS to their health and lives and those of their families as well as to their effectiveness as employees.

The Company will assist employees to secure specific information on HIV/AIDS including information on voluntary testing and counselling.

2.20 Employee Separation

Separation from MIPS shall include employees leaving the Company either through early or normal retirement, resignation, redundancy, retrenchment, death, ill health or dismissal.

2.20.1 Resignations

2.20.1.1 Notice Period

An employee shall provide in writing a one calendar month notice or as provided in the letter of appointment. Exceptions to the above must be agreed between the employee and the Departmental Head depending on the Company's needs and advised to the Human Resources Manager. The notice should be handed to the respective Departmental Head and with a copy to the Human Resource Manager.

2.20.1.2 Annual Leave – On Termination of Employment

No annual leave will be granted to employees during their month of notice. If an employee has unused accrued leave balance, the value of this leave will be paid as terminal dues at the time of the employee's exit.

If an employee has negative leave balance, this will be deducted from their final salary payment.

2.20.1.3 Payment in Lieu of Notice

If either the employee or the Company selects not or is unable to observe the notice period, a one month's pay shall be made.

Should an employee be unable to serve the one month notice period, the employee may apply to the Departmental Head to be allowed to leave the Company earlier; either by:

- Offsetting leave days earned but not taken or
- Paying the Company an amount equivalent to the notice period not worked or
- The company waiving the notice period

Any outstanding leave days accrued up to the last day worked will be paid with the final dues.

2.20.1.4 Exit Interviews

An exit interview will be conducted with all staff leaving the company's employ, by the Human Resource Department. The contents of the exit interview will remain confidential.

2.20.1.5 Certificate of Service and References

Every employee that leaves the Company shall be issued with a certificate of service as required by law. However, testimonials will only be issued on official request by a prospective employer.

2.20.2 Retirement

2.20.2.1 Retirement Age

The retirement age is 60 years. Employees will not normally be retained beyond the normal retirement age.

Early retirement age is at 55 years.

2.21 Confidentiality

The Company reserves the right to maintain confidentiality on matters it deems appropriate, particularly where the company is reasonably likely to suffer prejudice. This will apply at all levels within its 'Duty to Consult' clause.

2.22 Summary dismissals

Milestone Institute can summarily dismiss an employee who commits a serious breach of the contract. The Company reserves the right to terminate any employee, without notice, for any offence punishable by law. Summary dismissal means that for various offences, the contract of employment is immediately terminated without notice.

Any payments due will be handled in line with the summary dismissal clause of the Employment Act of Kenya.

2.23 Staff clearance

Terminal dues are payable only after an employee satisfactorily hand over company property in his/her possession and subsequently gets a clearance certificate together with a certificate of service from the human resource department. Clearance forms can be obtained from the human resource department as well as the intranet

3.0 Appendices

3.1 Appendix I: Acknowledgement of receipt of employee handbook.

The Employee Handbook contains important information about Milestone Institute of Professional studies (MIPS), and I understand that I should consult my immediate line manager or Human Resources regarding any questions I may have.

I have entered into my employment relationship with Milestone Institute voluntarily, and understand that there is no specified length of employment.

Accordingly, either MIPS or I can terminate the relationship at will, at any time, with or without cause, and in line with my employment contract so long as there is no violation of applicable state law.

These policies and procedures contained herein supersede all prior practices, oral or written presentations, or statements regarding the terms and conditions of my employment with Milestone Institute. By distributing this handbook, the company expressly revokes all previous policies and procedures that are inconsistent with those contained herein.

Furthermore, I understand that this handbook is neither a contract of employment nor a legally-binding agreement. It is my responsibility to comply with the policies contained in this handbook, and any revisions made to it.

I have received a copy of Milestone Institute Employee Handbook on the date listed below. I understand that it is my responsibility to read the entire handbook. I will sign the two copies of this Acknowledgment of Receipt, retain one copy for myself, and return one copy to Human Resources. I understand that this form will be retained in my personnel file.

_____	_____	_____
Employee Full Name.	Signature.	Date.
_____	_____	_____

Human Resource Manager.

Signature.

Date.

Title : Human Resource Policy

Contact : Registrar

Approval Authority : The Board of Directors

Commencement Date :

Signed

Principal _____ **Date** _____

Director _____ **Date** _____