

NAIROBI WALDORF SCHOOL TRUST

HUMAN RESOURCES MANUAL

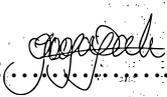
This Policy is issued on the authority of the Board of Trustees, Nairobi Waldorf School Trust.

Effective Date of the Policy: **1st May 2022**

Execution Date of the Policy: 7th May 2025

Chairperson, Board of Trustees

Name: Pooja Patel

Signature: 

Date: 7th May 2025

POLICY AMENDMENTS

Serial No.	Amendment	Date of Amendment	Nature of Change	Name and designation of the authorized person	Signature of the authorizing person

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VALUES, POLICY STATEMENTS, AND OBJECTIVES

Values

- **Reverence:** Promoting equity at work.
- **Inventiveness:** Creating a culture that prizes the invention of knowledge
- **Freedom:** Providing freedom of thought, of action, and words in NWST
- **Imagination** – Cultivating the creative, imaginative minds of the employees to come up with a various way
- **Diversity**-Embracing and appreciating our differences at the workplace

The focus of this Human Resources Manual is to manage performance that is results orientated. To perform effectively, people, including the resource management function, must be planned, organized, directed, led by action, and guided by the institution's goals. The H.R. manual will ensure that NWST staffs are safe, happy, and productive in their roles/contributions towards the school's goals and mission geared towards nurturing the whole child/removing obstacles to learning and holding the child in reverence.

Objectives

1. To attract and retain people with appropriate knowledge, skills, expertise, and enthusiasm for the role.
2. Developing a well-trained and flexible workforce who can adapt to the institution's sometimes uncertain and changing environment requires a multi-skilled, flexible, and dynamic force.
3. To develop a strong, well-trained human resource 'bank' familiar with NWST to reduce over-dependence on external recruitments when critical skills are in short supply by formulating a retention and employee ongoing development strategy.
4. To develop a strategy of continuously improving the motivation of NWST staff.
5. Help the employees understand what to expect from the employer as well as their roles and responsibilities
6. They are ensuring fair treatment of all staff in NWST.
7. To identify human resource gaps in good time and take corrective action promptly
8. To help ensure that human resource practices are designed and applied fairly and consistently across NWST.

THE HUMAN RESOURCE DEPARTMENT

The Human Resource Coordinator shall head the department and can be assisted by other Human Resource staff when approved by the board of trustees as necessary to provide support.

Relationship with other Departments

The Human Resource Department shall work closely with all the departments and programs. The other departments and programs shall recommend their human resource needs to the human resource department on a timely basis for action. The human Resource Coordinator shall make human resource policy decisions in consultation with the School Manager, other department, and programs managers.

The Human Resource Department shall also be responsive, proactive, and professional. It will also adopt an independent, objective stance, being in close touch with the workforce and challenging other Coordinators when necessary.

The Human Resource Department will devise, update, and rely on various policies and frameworks. However, it will also advise on strategic issues by identifying risks ahead of time and working with other H. O. Ds to address them.

Role of Human Resource Department

1. To design, update and implement human resource policies.
2. Ensure effective relationships between the human resource department and the programs and departments.
3. To assist the departments and programs in assessing the quantity and quality of staffing establishment on the basis that is consistent with the institutional and departmental objectives and needs.
4. To recruit, hire, orient, and always maintain adequate human resources in the institution.
5. To develop and implement strategies to motivate people.
6. To ensure fair and just remuneration and reward systems for people.
7. To ensure fair disciplinary procedures.
8. To keep accurate and complete staff records for each employee from selection to employee departure.
9. To initiate a health, safety, and welfare program for the staff, providing a clean and safe working environment.
10. To keep accurate records of staff, work reports.
11. To provide strategic and tactical advice to other Coordinators to manage human resource risks, threats, and opportunities.
12. To provide mechanisms to evaluate and appraise staff

HUMAN RESOURCE PROCUREMENT

Introduction

It is part of the remit of the human resources department to recruit, select, orient, dismiss and replace staff in the institution.

Recruitment and Hiring Procedures

Recruitment shall involve hiring people based on their knowledge, skills, experience, and aptitude necessary for the job. (There may also be occasions when the institution may recruit people new to the role without previous knowledge, skills, and experience. These people include, for example, Interns).

Hiring new staff shall be based on objective criteria as outlined below.

1. NWST shall employ internal and external recruitment processes. However, to encourage, develop and promote existing staff, priority shall be given to qualified / skilled internal staff and interns who apply for the positions. External recruitment shall only apply to situations where:
 - There are no qualified staffs within the school.
 - There are qualified or experienced staff within the school who do not wish to apply for the position; or
 - Where the independent team is considered necessary.
2. The H.R. shall advertise all vacant positions in the school either internally. The Human Resource department will email all vacant positions to all staff and the parent's body. The advertisement shall also run externally as appropriate through media that offers all prospective candidates, whether internal or external, an equal opportunity and reasonable time to access the information and make an unbiased decision to apply.

Internal Advertisement

1. The advertisement will state qualifications, skills, and experience required for the post, placed on the General Notice Board. The H.O.D.s shall also send copies to the staff.
2. With duly completed employment application forms, The H.R. shall receive forms from staff within the stipulated time on the advertisement.
3. The Human Resource Department shall shortlist candidates. A panel of not less than three people will conduct the interview. It will consist of the School Manager, Head of the recruiting department, and Human Resource Coordinator or other people of at least similar ability in the event of a conflict of interest, either perceived or actual.
4. The Human Resource department will contact all candidates regarding the outcome of the recruitment exercise.

External Advertisement

1. The public advertisement shall be through relevant communication and technology-aided means. After approval by the board of trustees, The H.R shall state skills, qualifications, and experience required for the candidate in the advertisement.
2. The School Manager shall sign for all public advertisements for vacancies.
3. Content of the advert shall include:
 - (a) Brief background on the institution.
 - (b) The job specification.
 - (c) Details on the ideal candidate are required, such as experience and qualifications.
 - (d) An indication of salary and benefits offered.
 - (e) Location of the position.
 - (f) A statement that shows competence, experience, and qualification shall be the basis for recruitment.
 - (g) A statement that NWST shall not charge any recruitment-related fees from applicants; and
 - (h) An expression that NWST is an equal opportunity employer.

Human Resource Selection

1. Selection shall involve the process of short-listing candidates from a list of applicants for a position.
2. Assessments of candidates will be in various dimensions, from concrete and measurable factors such as years of experience to qualitative factors such as leadership and management skills. They will also be required to demonstrate specific competencies relevant to the role.
3. In some circumstances, candidates may undertake a practical or written test, presentation, or other exercises as part of the selection process.

Reference Checks

Employment of any candidate is subject to NWST obtaining a Certificate of Good Conduct and satisfactory references in writing or by telephone from up to three responsible persons identified by the candidate. The H.R. Coordinator should seek at least three references: two from past employers and the third from the most recent or current employer. References from close relatives and friends will not be accepted. The human resource department will be responsible for collecting references. The institution will only accept references in writing.

Attaining a Certificate of Good Conduct forms part of the reference check, and it is the candidate's responsibility.

Human Resource Orientation and Placement

Orientation

1. A successfully selected candidate shall be oriented in the institution for two weeks to understand the institution's operations and develop a working relationship with all the staff in the institution.
2. The orientation shall involve an introduction to co-workers, a tour of facilities, and provision of information about daily routines, H.R. policy handbook, employee benefits and services, work rules, safety rules and programs, training and promotion practices, institution policies and operations, institution departments, and programmes, and the institutional history.

Placement

1. Each successful candidate shall sign a contract of service with the institution defining the various terms of employment such as nature of work to be done, remuneration (salary, health care, and other benefits), rules and regulations, leave days, and penalties for breach of contract. A detailed job description shall be attached to the contract. Both the employer and the employee shall sign the contract, and each party shall retain a copy.
2. A permanent employee shall be subjected to a six months probation period to enable the institution to evaluate the new hire's job performance before offering them a permanent position.
3. Consultants, interns, and temporary employees shall be subjected to such appropriate orientation as the human resource department may advise.
4. During the orientation period, an incoming employee may work with departments other than their designated workstation to expand their understanding of the institution.
5. Upon successful completion of their orientation, a successful candidate shall be assigned to their designated workstation to work with the assistance of an experienced member of staff.

Appointments

The School Manager shall exercise the board's authority regarding all appointments and promotions. The authorized officer shall make Appointments to all posts.

1. Letter of Appointment: Every Employee drawing a salary monthly, irrespective of the terms of service, shall be issued a letter of appointment.
2. All appointment letters shall originate from the human resource department. Employees shall sign on the duplicate copy or thumbprint in case of illiteracy and return the same, confirming their acceptance of the offer.

Temporary Appointments

These shall be employees engaged for a specific short-term job. Their appointments are by the following conditions:

1. The engagement period shall not exceed six months as provided by the labour regulations.
2. Pay shall be allowed for gazetted public holidays that fall within their contract period.
3. They are not eligible for sick leave or medical allowance.
4. The school may terminate the temporary appointments without notice.

Probationary Appointments

1. All employees hired shall initially be placed on probation for a minimum period of three months and a maximum of six months. The school manager may extend this period in liaison with the appropriate head of the Department and the Human Resources Coordinator.
2. The institution may extend the probation period to allow the employee to show improvement in any specific areas in which his work or conduct has been unsatisfactory.
3. An employee's supervisor shall evaluate the employee at the end of the probation period and confirm him in position or otherwise. This data shall be kept in the employee's file.
4. Intention to terminate or extend probation shall be notified to the employee by the head of the department in liaison with the Human Resource Coordinator.
5. Both parties may terminate the employment during the probation period by giving two weeks' written notice.

Permanent Appointments

There shall be employees whose terms of service do not have departure limitations. Letters of Appointment shall indicate this.

Contractual Appointments

These shall be employees working on contract as specified in their employment letters.

Reinstatement

An employee who the company has reinstated in his appointment shall start his appointment afresh and therefore shall forfeit previously accrued benefits.

Consultants

NWST shall, on approval by the board of trustees, from time to time, recruit the services of short-term consultants to provide specialized services for the institution, who shall be pre-qualified annually. In using engaging consultants, NWST shall:

1. Require evidence of previous work done.
2. Clearly define and document terms of reference.
3. State who is responsible for payment of applicable taxes
4. . The institution shall require a Service Contract to avoid engaging an NWST employee.

Termination

1. If an employer or an employee seeks to terminate a contract of employment, shall submit a Three-month written notice expressing the intention to terminate the said employment contract.
2. In circumstances of gross misconduct, which includes a criminal or civil wrongful act by an employee, the integrity and standing of NWST in the NWST may summarily dismiss an employee and ignore the Three -month notice in lieu of termination of employment.
3. Termination payments shall be made by the institution as provided for as determined in the relevant section of this manual.
4. As much as is humanly possible, the termination process shall preserve the dignity and human feelings of both the Employer and Employee.

Resignation

1. The employee will give a three-month notice as indicated by their contract or make payment of salary in place of notice.
2. Written resignation of an employee shall not become effective until such concession has been accepted in writing by the School Manager or authorized officer.
3. The school will make payment of final dues on receipt of duly signed clearance forms showing proper handing over of all institution's property and assurance that any financial matters. These may include salary advances or services by way of salary deduction, have all been settled, or that robust arrangements are in place to that effect.

Dismissal

1. Where the institution has summarily fired an employee, they shall forfeit the benefits/dues that would have been paid to him had he left in any other manner.
2. The power to dismiss is vested in the School Manager, in conjunction with any disciplinary committee.
3. Disciplinary procedures shall be correctly always followed.

Retirement

1. As per Kenyan law, the retirement age is 60 years, and an employee's service shall terminate on attainment of this age.
2. Under the early retirement rule, the institution may also terminate an employee's services on medical grounds, inefficiency, or poor performance.

3. In all retirement cases, the employee shall be given three months' notice or paid three months' basic salary in lieu of notice, together with any other final dues. One year to their retirement, the Human Resource Department will ensure all staff due for retirement will be under a retirement program
4. In case the institution will need employee services beyond the retirement age. The company shall renew an agreement contract with the employee, renewable annually. Such a contract does not attract pension.

Reduction of Staff

1. The institution assumes the responsibility of meeting staff requirements.
2. The school will do redeployment of staff if a restructuring is deemed necessary. In this case, the manager shall consider the employee's qualifications and background, and the terms and conditions of service will not change.
3. The institution shall apply redundancy laws in conjunction with the current labour regulations.
4. Staff declared redundant shall be eligible for all benefits accrued up to the time of redundancy.

Redundancies

Where the appointment of an employee is to be terminated by the institution on redundancy, the following principles shall apply.

Due to redundancy, the institution will use a transparent method in picking the candidates. The redundancy criteria and is not limited to the department, qualifications, experience; the year one joined the organization, and performance

1. The employee shall be entitled to salary in lieu of notice; plus, any allowances they would have drawn during the notice period.
2. The employee shall be entitled to severance pay as per those which the Government of Kenya Labour Laws determines at the time.
3. The school shall pay employees in lieu of any pending leave days.

Termination on Medical Grounds

School may terminate an employee on medical grounds if they are certified by a medical doctor and cannot continue working. If NWST is concerned about an employee's health, it may counsel the employee to consider early retirement on medical grounds. The institution will compensate the employee for all leave and other privileges at the time of termination

Expiration of Contract

An employee's employment will cease on the day the contract expires. If the employee does not wish to renew their contract, they should notify their supervisor and the Human Resource Coordinator *in writing* at least three months in advance.

Termination of Probationary Contracts

A probation period shall be for not more than six months. However, the institution may extend the probation period.

A party to a contract for a probationary period may terminate the agreement by giving two weeks' notice.

EMPLOYMENT POLICIES

Equal Employment Opportunity

NWST shall be an equal opportunity employer, and the institution shall not discriminate against an applicant based on any parameters.

Hours of work

1. To help ensure value for time, the human resource department shall record hours worked per day for each employee. The institution will achieve this by a clock-in machine, which records arrival time and leaving time by recognizing an employee's fingerprint/Digitalized cards.
2. Each employee shall be required to record attendance whenever they arrive at the institution and again when they leave at the end of their shift, using the clock-in machine.
3. Employees who undertake out-of-office duties shall be required accurately and truthfully to furnish the human resource department with the tasks undertaken out of the duty station.
4. Employees shall justify the number of hours worked per day based on their quantitative and qualitative outputs/ results.
5. The School Manager or a senior relevant departmental manager may prescribe the limits of hours required to perform a specific task.
6. An employee suspected of consistent failure to comply with such timelines shall be required to submit a written explanation. The School Manager or a senior relevant departmental manager may advise on appropriate action against such employee, including transfers, salary deduction, retraining, suspension (with or without pay), or dismissal.
7. Unless otherwise limited by the terms of the contract, the employees' working time shall be at the disposal of the School Manager.
8. All employees shall work a minimum of 45 hours per week from Monday to Friday. As per the contract, the employee can work one Saturday a month.
9. Standard working hours shall be **7:30 am to 4:30 pm on weekdays** and Saturdays from **9:00 am to 1:00 pm**. However, different departments will require staff to work according

to an alternative shift pattern. Sometimes, the organization may call the team to work longer hours depending on the program requirements.

Lateness and Absenteeism

1. Staff members shall be required to observe time and report for duty at their designated time.
 - a) Excessive unexplained lateness shall lead to appropriate disciplinary action taken against the affected staff, may include a written explanation by the affected staff, preceding whole or part of the staff's salary for a specified period, warning, suspension (with or without pay), or dismissal.

Transfers/Redeployment

1. The institution may transfer an employee from one position, department, or campus to another whether such transfer is to the lower or higher level than the previous level depending on the transfer circumstances. Such circumstances will include and aren't limited to promotion, position falling vacant, poor performance in their current role, and the institutional need of a given employee skill in another department.
2. The employer or the employee may initiate the transfer. The school shall follow the terms and conditions of employment as provided in the contract documents.
3. The transfer initiator shall have the duty to satisfactorily explain the reason(s) for the transfer. NWST shall initiate staff transfer in any of the following circumstances:
 - i. To move high achievers in the institution to positions with higher responsibilities.
 - ii. Filling departmental or campus vacancies with staff from overstaffed departments or campuses.
 - iii. To help the staff develop diverse skills in the institution.
 - iv. To place staff in workstations where they can best perform, or on the basis that is appropriate with skills and career development goals.

Code of conduct

All the staff, whether permanent, consultants, interns or temporary (and volunteers) shall abide by expected employment ethics hereto referred to as code of conduct which shall include:

1. Not granting employment opportunities to minors, drunkards, insane people, and other categories of human beings who lack contractual abilities.
2. No staff shall come to work while under the influence of drugs or alcohol.
3. There shall be no smoking on the NWST premises as the campuses are a no-smoking zone
4. The technology systems assigned to an employee include but are not limited to computer equipment, software, operating systems, storage media, server accounts, electronic mail, web browsing privileges, and any multimedia equipment (scanner, printer, etc.) the property of NWST. Systems are to be used by the institution for business purposes in serving the institution's interests and beneficiaries. Every employee's responsibility is to ensure every reasonable precaution to protect technology assets from theft, power surge, loss, or other damage. Viewing pornographic sites or others of disrepute and illicit content is prohibited.
5. Sexual harassment by an employee within the office or the community is prohibited and shall lead to summary dismissal. NWST may commence legal proceedings against such staff. Procedures for reporting sexual harassment shall be the same as those of reporting employee grievances as per the Sexual Misconduct Policy included in this manual.
6. Negative ethnicity and nepotism are strictly prohibited. Member of staff who suffers from conflict of interest in their dealings with NWST shall be required to declare their conflict of interest. The institution shall not allow such a member from making decisions regarding the matter they have a conflict of interest. The staff member shall be expected to declare their conflict of interest and recuse themselves.
7. NWST shall respect the environment, not harming or degrading the environment.
8. The institution will grant the suspension to any employee implicated in any criminal activity until the institution settles the case in a just, legally acceptable manner, such as through a judicial process.
9. Any acts of retaliation among the staff or the public are also prohibited. The institution shall take Disciplinary action against any employee who engages in retaliatory activities.
10. No employee shall involve/commit the institution on issues of personal debts. In this case, no debtor of any staff shall be allowed to visit the facilities of NWST to seek payment of any obligations owed to them.
11. No staff member shall involve NWST in domestic issues by using institution facilities to resolve domestic issues. However, NWST, where possible, may intervene to help reconcile a member of staff with their family during conflict situations.
12. No employee shall use their employment opportunity with the institution to advance individual and partisan agenda. However, NWST encourages staff to participate positively in focused non-partisan political leadership initiatives in the community.

Communication policy

1. Employees shall report to their immediate responsible (line) managers.
2. Employees shall not divulge or disclose to any persons any information known to them because of their official position, which has not been made public, except by prior authorization by the School Manager in the course of their duties.
3. Furthermore, an employee shall not communicate with any newspaper or other forms of news media about the institution except with prior express approval of the school.
4. All employees will sign a non-disclosure agreement form and anti-gossip policy on the new appointment.
5. Employees shall provide feedback within two working days.

Employee Health, Safety, and Welfare**Employee Health**

1. Depending on the availability of resources, NWST shall put an appropriate health program for the employees, including a medical insurance scheme from independent medical facilities.
2. NWST shall also make monthly deductions for the National Hospital Insurance Fund (NHIF) and any other statutory medical deduction as per the laws of Kenya.

Employee Safety

1. NWST shall also put adequate safety measures to protect the employees while at work.
2. Such safety measures shall include, among others placing safety warnings and symbols in open places where the staff and visitors to the institution can easily access
3. Creating awareness on health and safety precautions, providing safe working tools, acquiring first-aid facilities and fire extinguishers, and designating trained staff to be in charge of the first-aid kit, installing fire extinguishers, and designing offices with safety in mind.
4. Employees shall be required to conduct themselves responsibly and take due care to avoid unnecessary vulnerability to work-based accidents.

Employee Welfare

1. NWST shall institute relevant programs and activities to improve the welfare of employees and enhance their personal, social, and collective development.
2. The programs and activities shall include but are not necessarily limited to allowing the employees to organize themselves in a welfare association, developing a staff pension scheme, entertainment and recreation facilities, and other programs.
3. The School Manager shall establish and maintain continuous contact and communication with staff to ensure adequate staff participation at work. He will identify, examine, and resolve issues relating to staff welfare, general living conditions, inter/intra staff relationships, and other general employment issues.
4. The manager shall instigate measures through the staff welfare committee. It shall be in a manner to afford equitable representation of all staff members.

Legal Compliance

NWST shall comply with the various provisions of the laws of Kenya relating to terms of employment, employee health, safety, and welfare.

Work Injury Benefits Act 2007

NWST will compensate employees for work-related injuries and diseases contracted during their employment and connected purposes. This institution shall pay WIBA insurance to all employees.

REMUNERATION AND BENEFITS

Introduction

In designing its compensation step, NWST shall observe the existing local and international laws, conventions, and practices generally accepted in managing staff compensation systems and procedures.

Salaries and Wages

1. The school shall pay all the staff their wages and salaries as per the service contract. Save for statutory deductions, and. The H.R. shall department shall make no deductions from the employee's salaries and wages without permission from the employee or without the Employee notification.
2. The Finance Department shall submit statutory deductions to the relevant government authority and the staff issued with regular statements as proof of submission of such deductions. Salaries and wages payable shall form part of the contract of employment. They shall not be varied during the contract period without agreement from both parties and subject to availability of resources.
3. The institution shall pay salaries and wages through direct transfer into the employee's bank account.
4. In consultation with the Human Resource Coordinator, the School Manager shall set salary scales, the related structures, and the conditions of annual salary increments for staff members in consultation with the board of trustees.
5. The salary structures shall be subject to annual adjustment per the Government of Kenya labour Day pronouncements and cost of living Indices and guidelines subject to availability of adequate funds.
6. The salary structure shall be in the custody of the School Manager, the Human Resource Department, and the Finance department.
7. In determining an employee's entry point into a particular job level/salary scale, the institution will consider the following: qualifications gained experience, general competencies

Increments

Every full-time employee who has performed satisfactorily during the year may be eligible for a graduated percentage of the salary depending on their performance evaluation, depending on available funds, and other institutional priorities. The employee shall be notified in writing when there is an increment.

Annual Increments

On an annual basis, every employee may be accorded an annual increment depending on the financial performance of NWST and the performance appraisal of an individual employee as provided within the salary scales.

Payroll and Pay Slips

1. The Finance Department /Human resource shall prepare and submit to the School Manager the monthly payroll statement, indicating all salaries and wages paid and payable to the staff in a particular month.
2. The School Manager shall sign the payroll.
3. The H.R. department shall provide every employee with a written monthly payslip indicating their gross pay, statutory and non-statutory deductions, and net pay as reflected in the payroll statement for the specific month.

Other Benefits

1. An employee may be entitled to receive certain other benefits such as medical assistance, transport, and communication allowance when an administrative need arises.
2. Other cash and non-cash benefits, as may be available from time to time, may also be paid to an employee. The institution may offer these benefits based on the availability of resources and in line with generally accepted practices in the labour market and statutory provisions.
3. The benefits may be payable with the salaries and wages or paid separately based on NWST discretion.

Deceased Employee

The school shall pay deceased Employee beneficiaries their entire salary through an authorized beneficiary during the month of their death irrespective of the date of their death during the month.

Compassionate Allowance

In the case of the death of an employee, NWST may contribute financially from the NWST welfare kitty towards the late employee's burial expenses and the amount released to the next of kin as indicated in the employee's human resources department records.

Next of Kin

1. Each staff member shall nominate next-of-kin in writing on new appointment and the renewal date of a contract of employment. The employee's responsibility shall notify the human resources department of any revocations or changes to their beneficiaries during any intervening period.
2. The school will pay all final dues to the nominated next-of-kin in the employee's death. The nomination of next of kin will be nominated when an employee joins the organization. The H.R. department will review on a need basis.

Personal Businesses

1. Attending to personal business during working hours is discouraged. Permission must, however, be obtained from immediate supervisors and copied to the human resource coordinator for any absence from the workstation during regular working hours.
2. A Human Resource Coordinator, in consultation with the School Manager, may under exceptional circumstances grant up to three days as off duty to enable an employee to deal with **pressing domestic matters**. However, should more days be required, the same will be deducted from annual leave or compassionate leave days as the employer may prefer.

Termination Payments

If the school terminates the services of an employee, the employee may be paid their salary/wages in the proportion of days worked during the month of termination. Other termination benefits shall depend on the circumstances of termination and may range from zero to maximum compensation payable to the affected employee.

Annual Leave and Time Off

General Leave and Vacations Policy

This section relates to general provisions related to all types of leaves and vacations. Employees shall request all types of leave on an official leave application form

Any employee who absents themselves without proper leave authorization by the institution will have deserted duty.

All employees taking any leave should give at least two days' notice of intended absence and a reliever and the supervisor informed of the same.

Annual Leave

An employee after every twelve consecutive months of service will get not less than thirty working days of leave with full pay, consistent with The Employment Act Section 28 cap (1)

1. All employees shall have a right to 30 working days paid annual leave.
2. Each employee shall notify the human resource department in each year of employment, their preferred days of annual leave.

The following rules shall apply in connection with an employee's annual leave entitlement:

- i. Employees shall be eligible for annual leave after two months of service.
- ii. Employees requesting leave shall complete an application for leave form, which shall be approved by the immediate supervisor at least one week in advance. The employee shall submit the form to the human resource department for further processing.
- iii. Employees shall take annual leave within 12 months.
- iv. If an official holiday falls within an approved annual leave period, that holiday shall not be considered part of the annual leave.
- v. Employees are encouraged to take all their annual leave. The employees will be allowed to carry forward a maximum of 10 days to the following calendar year.
- vi. The H.R department shall forfeit the employee's leaves after 18 months

Annual Leave Allowance

1. Leave allowance may be paid to all employees eligible for annual leave allowance depending on the company's financial performance and at the managements' discretion.
2. This allowance will be payable once a year.

Sick Leave

1. Employees shall submit sick leave requests at an earlier convenience for approval. The leave allowance will be with 30 days' full pay, following 45 days with half-pay, and after 75 days, payment will be at the discretion of the board for a given year
 - . Full pay -30 calendar days
 - Half pay 45th day -75th day.
 - After the 75th day, the board may keep the employee or terminate the contract on medical grounds

2. Suppose the employee is unable to obtain prior approval for sick leave. In that case, they should arrange to inform the office as soon as practicable and submit a sick leave request immediately on resumption of duty.
3. A medical report should be attached to a sick leave application.

Compassionate Leave

1. An employee may take up to 5 days of compassionate leave in a calendar year. The compassionate leave will address issues such as the employee's wedding, illness, death, or any other incapacitation of a family member (nuclear member - Employee's mother, father, sister, brother, spouse, or child only). The institution shall not net the five days off the 30 working days annual leave. The three days may be consecutive or aggregate.
2. It shall be at the discretion of the school manager and the human resource department to authorize compassionate leave.
3. Application for compassionate leave shall be written and adequately justified. The application shall be submitted to the human resource department two days in advance unless the cause for the compassionate leave is an emergency.

Maternity Leave

1. All-female staff will have a right of three months' paid maternity leave with full pay.
2. An employee shall not forfeit her annual leave by having taken maternity leave.
3. If employees require additional maternity leave days due to complications arising from pregnancy or birth. The H.R. will treat the case as follows
 - a. Sick leave.
 - b. Earned annual leave; and
 - c. Leave without pay.
4. A female employee who takes maternity leave shall not lose privileges during such a period.
5. To allow proper handing over, female employees shall apply for maternity leave at least three months before maternity leave.

Paternity Leave

All male staff will have a right of 14 days paid paternity leave, which shall commence on the newborn baby's birth. This is only applicable when a spouse's baby is from a declared spouse to the school.

Staff Training and Development

Training Policy

The policy aims at supporting the institution's objective by imparting the relevant skills, knowledge, and aptitude to employees to excel in every aspect of NWST work.

NWST is committed to the training and development of all staff, subject to school needs, and aims to provide a learning environment where all persons adopt the value of continuous learning.

Guiding Principles

NWST will ensure that all employees have an equitable opportunity to grow, develop and advance in their specific careers that align with the institution's set objectives and are subject to available funds. In conjunction with their Head of Departments, employees are encouraged to identify their growth areas and gaps to enable the H.R. department to plan for the training.

Employees are encouraged to take on acting roles and project work with higher responsibilities and successfully achieve the set targets with or without compensation for development purposes.

An employee's development shall be a shared responsibility between NWST and the Employee if the training and development activities improve performance at both personal and institutional levels.

Training Objectives

- To ensure sufficiently trained people are always available to meet the current and the future needs of NWST and the Waldorf culture.
- To improve the performances of NWST by ensuring all employees improve in their current and future jobs in line with the institutions' objectives.
- To create a conducive work environment, more opportunities, and match individual talents and the institutional objectives to appropriate training and development programs.
- To assist each employee in gaining competence and skills by exposing them to relevant training interventions for succession planning and preparing them for the work environment's changing demands.
- To identify each employees' potential and ensure training to equip them with relevant skills and competencies to rise to the highest possible employment level in the institution and explore their maximum potential.
- To improve employee performance by ensuring that they understand and agree to their job description and deliverables, against which the supervisors will assess their performance regularly.

Training Needs Analysis

Staff

- Each line H.O.D. will assess each staff member in their respective department and forward their assessment to the human resource department for review and analysis.

- The human resource department will indicate the recommended training, which is agreed upon and discussed with the individual employee and their H.O.D.
- The human resource department shall organize for cost-effective training and ensure recording. Any necessary follow-up is done, including opportunities for the staff member to share their learning with their colleagues.

Management staff

- In conjunction with the human resource department, heads of the department shall identify the training needs of each member of staff through the performance appraisal reports, day-to-day work observation, and their job profiles.
- Agreed training will be organized, coordinated, recorded, and followed up by the human resource department to help ensure that employees achieve the set objectives in the workplace.

Training, Evaluation, and Follow-up

The human resource department will ensure impact assessment programs are prepared and adhered to in conjunction with department heads.

- The H.R. coordinator should set upon follow-up parameters before the training:
- Follow-up: interval period and what is to be achieved by employees in each period.
- Key indicators of the results and how to measure them(The methods used to measure KPIs)
- The extent to which matters learned can be shared more widely with an employee's colleagues.

Annual Training Program

The human resource department is responsible for preparing a training schedule/calendar for at least six months for all departments' training interventions.

The performance appraisal reports, succession planning, relevant NWST objectives, and requests from departments and the human resources department will determine the interventions' needs.

Maintenance of Training Records

The human resource department should maintain individual employee training records in their files indicating.

- The number of training days.
- Name of the trainer.
- Cost of the training.
- The objective of the training; and
- Follow-up training report.

Roles and Responsibilities

Employer

It is the responsibility of NWST to ensure an employee has an opportunity to grow and be advanced depending on potential and the institution's objectives.

Employee

It is every employee's responsibility to ensure that they achieve their set targets set on their job description with the guidance of their Head of Department through:

- Ensuring they balance their participation in developing at both institutional and personal level through development activities, including on-the-job training, formal training, and self-directed training).
- Proactively identify their specific training and development needs depending on their performance and NWST.
- Discuss and agree with the department heads about their training and development plans, how the H.o.Ds will achieve them, and regularly measure their impact and progress.

Heads of Department

Have the core responsibility of identifying the training needs in conjunction with the human resource department and the employee, coach, mentor, and monitor the progress and assess the training impact,

- They discuss and agree with individual employees on their performance objectives and achieve and measure them.
- Ensure continuous training and development by providing each employee with opportunities to grow and develop continually.
- Coaching, mentoring, challenging the employees to ensure they achieve their potential.

Human resources department

The human resource department is responsible for supporting the department heads to achieve the objective of each training intervention and development for every member of staff.

- The department will analyze training needs and recommend the appropriate training intervention to address the needs. The pedagogical team and the Head of Departments will develop for different sections
- The department will be organizing training interventions for each employee by preparing a training schedule/calendar, including the type of training and trainer.
- Conducting training follow-ups to ensure achievement of objectives
- Maintenance of all training records.
- Prepare training budgets and evaluate training to ensure value for the investment.

Modes of Training

On the job training

This training shall be provided for all employees through coaching, mentoring, job rotations, assignments, projects, and induction.

Formal training

- Local training – training held within Kenya.
- Training abroad - training held outside Kenya.
- Long training; Local or abroad training with a duration of more than three months.
- Short training – abroad or local training within the duration of fewer than three months.
- In-house training. This would be carried out by persons familiar with the staff role
- Based on their observations, heads of departments and their delegated authorities can train if staff needs more training in a particular area to increase staff performance.

Scope of Training and Development

- Management development (softer) skills
- Functional, general, and specialized (technical) knowledge and skills.

Procuring training from external sources

If it is not possible to train staff in-house, NWST should procure training consistent with other purchases that NWST makes to help ensure value for money.

PERFORMANCE EVALUATION AND APPRAISAL

Objectives of Performance Evaluation and Appraisals

1. There shall be short-term and long-term performance evaluation and appraisal of all staff of NWST, both individually and as members of different teams and workgroups. The purposes of performance evaluation and appraisals shall include but are not limited to:
 - i. Providing a fair and equitable basis for evaluating employee performance.
 - ii. Improving communication related to performance.
 - iii. Clarifying expectations related to the job description and the institution's mission, values, and goals.
 - iv. They are providing a method to recognize and reward employees' performance and improve the productivity and performance of NWST.
 - v. It guides professional development by identifying employee training and development needs.
 - vi. It serves as one of the criteria for determining salary adjustments and other cash and non-cash benefits.
2. Performance appraisals shall be mandatory for all administrative, service and support, benefit-eligible employees. The employee's manager or supervisor shall complete the appraisal, discuss the appraisal with the employee and provide an opportunity for feedback from the employee. The pedagogical team shall set the teacher's appraisal targets in liaison with the H.R. department.
3. Interns' and consultants' evaluation reports shall form part of their recommendations upon completing their assignments and may form a basis for their future engagements with the institution.
4. Completed appraisals shall be retained by the human resource department and kept in each employee's file.
5. The human resources department shall determine the performance appraisal processes and procedures.

Management Responsibility Regarding Performance Evaluation and Appraisal

The management shall take necessary action to ensure that the appraisals are given adequate preparation, discussion, and accorded sufficient time. While conducting the appraisal, both the employer and employee shall bear in mind:

1. The objective of staff appraisals is to assess the performance and abilities and their areas of improvement/enhancement. Appraisals are crucial to an employee as s/he evaluates his performance and, with the guidance of their supervisor, determine their improvement.
2. Both parties shall maintain objectivity while discussing the employee's performance.
3. On receipt of duly completed appraisal forms, the Human Resource coordinator shall make recommendations in connection with any proposed increase of salaries on merit or other non-cash benefits.

Performance Evaluation and Appraisal Techniques

1. NWST shall use the 180 degrees feedback evaluation system in carrying out performance evaluation. This method will allow an employee to evaluate them self and the department heads.
2. The employees shall by the employer be assessed based on a combination of the following parameters:

Performance contracting

The performance contracts shall detail work targets and agree with standards for individual employees as mapped out in their department's plan of activities. Employees will discuss these with their supervisors, thereby entering a contract that will form a basis for appraisal.

Performance Appraisal and Career Enhancement (PACE)

NWST shall also adopt PACE, how employees are appraised based on their performance against set targets. PACE also enables the appraiser and appraisees to agree on training and career advancement needs to enhance the latter's performance.

Outcome-based Criteria

This approach shall focus on what the employee accomplished/achieved/produced and not how it was accomplished/achieved/produced. This result-based criterion allows the employee the creativity to employ their approaches to achieve the desired results efficiently and effectively.

ADDRESSING GRIEVANCES

Introduction

This section describes the procedures to be followed in cases where an employee has an individual problem that is not being a matter of discipline. Grievances may comprise, but shall not be limited to:

1. Discrimination on the grounds of race, sex, religion, ethnic group.
2. Personality differences.
3. Mistreatment.
4. Bias.

Grievance Definition

Any complaint by an employee concerning any aspect of the employment relationship other than merit increases, performance evaluations, and job classifications, unless such exceptions include an allegation of prohibited discrimination or other illegality.

Nature of Grievances

1. NWST recognizes the right of employees to express their grievances and to seek a solution concerning disagreements arising from working relationships, working conditions, employment practices, or differences of interpretation of policy that might arise between NWST and its employees.
2. In addition, employees may file grievances alleging discrimination based on race, colour, religion, sex, sexual orientation, national origin, age, disability, and status. An employee may process a grievance regarding any matter upon completing their probationary period.
3. A probationary or non-regular employee may process a grievance concerning issues of prohibited discrimination or application/interpretation of NWST policies and procedures.

Grievance Handling Procedures

1. Should an employee or the employee's representative feel that the employee's rights violation after an oral discussion with the immediate supervisor?
 - a) Employee may originate a grievance within ten days of the alleged act, or the employee became aware of its occurrence by presenting the facts in writing to the proper supervisor, department head, or designated representative of NWST.
2. The school manager shall make such a decision official in writing to the employee within five days after receipt of the grievance.
3. Should the employee feel that the reply is unsatisfactory, the Employee or the Employee's representative shall, within five days, submit an appeal to the human resource department. The human resource department or designate shall respond in

writing to the grievance within five days from the review date. If the employer resolves the grievance by an employee to satisfaction, no further action will be necessary.

4. If the grievance is not resolved by the management satisfactorily, the Employee or the Employee's representative may appeal within five days. The school Manager shall decide on NWST in writing to the Employee and Employee's representative within five days after the review date.
5. Should the employee decide that the reply of the NWST School Manager is unsatisfactory; the matter may be appealed within five days of receipt of the response through the School Manager to a grievance committee established. The Employee or Employee's representative may designate one member; NWST, through its Grievance Representative, shall appoint one member; and select the third member by these two members. If mutually agreeable, the two designated members may select the third member from a list recommended by either and approved by both.
6. The institution may reach a grievance committee's decision upon the concurrence of two of the three members. A hearing will be scheduled as soon as feasible after the selection of the third committee member. The grievance committee shall keep a complete record of the hearing before it, including any exhibits or papers submitted to it in connection with the connection a complete record of any testimony taken. Employees shall submit forms to the human resource department of NWST. It shall be available to the employee, employee's representative, and NWST Grievance Representative.

Time Limits

The prescribed time limits may be extended by mutual agreement whenever necessary to implement these provisions. This section's interpretation of "days" is regular workdays (Monday through Saturday inclusive).

DISCIPLINE AND DISCIPLINARY PROCEDURES

Disciplinary Action Justification

It shall be the NWST policy that if disciplinary action is to be preferred by the institution against an employee, the institution shall consider:

1. Be undertaken only in cases where good reason and unmistakable evidence exists.
2. Be appropriate to the nature of the offenses committed.
3. Be consistent with set precedence within the provisions of this document and any other prevailing good practice.
4. Allow the employee to make their case/representations; and
5. Employees may be allowed the right to appeal after this disciplinary decision.

Employee Obligations

All employees shall have an obligation to be aware of the standards and expectations. Ignorance of the same shall not be a defence.

Nature of 'disciplinable' Offences

Minor offenses

These shall include offenses for which punishment to be awarded ranges from caution to warning (verbal or written). These will include but are not limited to:

1. Absence from duty without permission.
2. Idling and loitering during working hours.
3. Avoiding work on account of feigned sickness.
4. Failure to clock in or out as may be instituted by the institution.
5. The telephone, internet, motor vehicles, and other assets and facilities are misused.
6. Late attendance to the place of work without proper explanation.
7. Pecuniary (financial) embarrassment.

Major offenses

These shall include offenses for which severe reprimand, termination of appointment may be affected. These will include but are not limited to:

1. Wilful neglect to perform official duties or carelessly and improperly perform any work in one's line of duty.
2. Insubordination.
3. Breach of standing regulations and policies:
4. Repeat or frequent common and minor offenses.

5. Sexual harassment.

6. Misuse of Institution property such as:
 - I. Permitting an act unauthorized by management.
 - II. Wilful misuse /damage of the property.
 - III. Physical violence on children, self, or other employees.
 - IV. Soliciting, giving, or accepting bribes.
 - V. Misappropriation and theft of NWST property.
 - VI. Fraud and obtaining money by pretence; and
 - VII. Writing or publishing any official information which the School Manager has not cleared
 - VIII. Use foul, offensive, or abusive language or behavior deemed inappropriate to NWST.
 - IX. Drug and substance abuse during working hours.

Show Causes letter

In both the instances of minor and major offenses, the employee will be addressed by the H.R. coordinator a show-cause letter giving the nature of the offense and requiring him to show cause why the institution against him should not institute disciplinary action.

Disciplinary Procedures

Minor Offences Procedures

Verbal Warning

A verbal warning shall be given to the employee in the first instance of minor offense by the immediate supervisor.

The supervisor shall note this in their records for future reference.

The same shall be in the employee's file

Written Warning

1. For an employee alleged by the employer to have committed an offense punishable by a written warning, the H.R. coordinator will ask s/he for his response within three days (72 hours) of receiving the warning letter.
2. If the explanation is acceptable, the disciplinary committee will advise the employee. Suppose the explanation is not acceptable to the officer judging the case. In that case, the school manager shall in a warning letter to the employee, copied to the human resources department. The employee shall be required to state in writing that s/he has read and understood the letter's contents and a copy sent to the human resources department.
3. The school manager shall apply a first written warning in case of repetition of an offense for which the H.R. had issued a verbal warning.
4. An employee who has committed a minor offense repeatedly over 1 to 3 months may be charged for a primary offense and will receive a written warning,

5. A third written and final warning shall be applied when the previous case of an offense of similar severity occurs when a second warning is still in force. The institution shall follow the same procedure.

Major Offences Procedure

1. If an employee commits an offense, the department concerned shall investigate liaison with the human resource department. A show-cause letter will be issued requiring their response within 72 hours. The time frame will enable NWST to conduct investigations into the allegations; the employee may be interdicted or suspended from functions of his office.

Suspension

Depending on the offense committed, the institution may suspend an employee without pay or half pay to complete the investigation.

The employee will be required to leave their home/contact address and telephone number with the human resource department and their supervisor to communicate when need be. The H.R. will be reviewing this on a needed basis.

The H.R. shall resolve the case in less than three months except where police investigation is involved where the employee shall, within three days:

1. State their defence in writing or State in writing that s/he reserves defence for a personal hearing.
 2. The institution can extend the period of three days to five working days to enable an employee to complete his explanation.
 3. The employee who opts to appear in person shall be granted the request by the disciplinary committee, which will comprise:
 - Human Resource Department Officer.
 - The senior officer of the department.
 - An officer from any other section; and
 - The accused employee chose a colleague.
 - During the hearing of the case, the employee will call an employee of his choice a witness to their case and may call a fellow worker who was present when the employee allegedly committed the offense.
 - The disciplinary committee will examine the recordings of the hearing and decision communicated to the employee within five days from the date of hearing.
 - The outcome may include punishment, acceptance of explanation, or the need for further investigation.
- a) Punishment will include but not be limited to:
- Withholding of (merit or annual) salary increments for a period.
 - Demotion of rank.

- Recovery of days of absence from salary.
- Termination.
- Dismissal.
- Prosecution.
- Resignation

Communication of Disciplinary Action

The H.R. shall communicate all communication of disciplinary action in writing. Provision for appeal will be allowed.

Appeal Procedures

1. An employee charged under the above procedures may appeal to the School Manager. The employee will submit the letter within 14 days of the date of the letter conveying the disciplinary decision and a copy sent to the Human Resource Coordinator.
2. The School Manager will forward the case to the trustees or any authorized body with a similar mandate.

Criminal Proceedings

Suppose the government institutes criminal proceedings against an employee for offenses that do not directly relate to NWST. In that case, the institution will undertake a suspension action of such employee unless such criminal charges relate to infringement of the employee's fundamental rights as defined by the State.

Financial Misappropriation

1. The immediate supervisor shall advise the Human Resource Department, who will, in turn, advise the employee on the next disciplinary steps
 - a) The committee will resolve to terminate the employee's contract when found guilty.

INSTITUTIONAL VALUES, CULTURE, AND PRINCIPLES

Responsibility

1. All employees shall be held responsible for reading and understanding the contents of this manual and any amendments done by the human resource department as and when NWST deems necessary. Employees will sign the acknowledgment of having read and understood the policy.
2. Coordinators shall ensure that all staff subordinate to them, irrespective of cadre, are made aware of sections or all these regulations which cover their terms and conditions of service and in particular sections on disciplinary procedures, grievance procedures, and general obligations.
3. Ignorance of regulation shall not act as an excuse for failing to know and act upon any matter or comply with the regulations laid down in this manual.
4. The H.R. will avail information in the manual with the consent of NWST.

Applicability

Unless expressly provided in these regulations, NWST's constitution, or where The School Manager authorizes exceptions, these regulations shall apply to all NWST employees.

Duties and Responsibilities.

1. Staff members are subject to the authority of the School Manager and are thus responsible in the exercise of their functions,
2. Staff members shall always conduct themselves in a manner befitting their status while discharging their duties amongst the communities where they work and live.
3. Staff members shall not engage in any political activity on the school premises, which may be inconsistent or reflect upon the impartiality by their status as NWST employees.
4. Staff members shall not engage in any other private business or activities that may interfere with their performance within the institution.

Effective Date

The effective date for the implementation of this Human Resource policy shall:

1. For all provisions which do not have a heavy financial burden except for minimal administrative costs, the effective date shall be 1 September 2021
2. All other provisions which require a further financial injection to operationalize, such as those relating to employee remuneration, shall be effected not later than 12 months from the effective date and shall be subject to availability of resources.

APPENDIX: Supportive documents

These templates are illustrative and not exhaustive. The institution may develop others while at the same time employing its discretion to modify them.

Appendix 1: Employee File

NAIROBI WALDORF SCHOOL TRUST HUMAN RESOURCE FILE					
1.0: EMPLOYEE PERSONAL DETAILS					
Payroll No..... Surname..... Date of Birth..... Other Names..... Marital Status..... Address..... Mobile Contacts Children Email contacts Nationality I.D. Number P.I.N. Number Date of Employment Expected Date of Departure					
2.0: POSITION:					
	Date	Position	Department	Salary	Remarks
1					
2					
3					
3.0: PREVIOUS EXPERIENCE					
Name of Employee	Position	Dates		Reason for Leaving	
		From	To		
1					
2					
3					
4.0: EDUCATION					
Name of Education Institution (Primary, secondary, college, university)		Dates		Qualifications	
		From	To		
1					
2					

3				
4				
5				
5.0: MAJOR RELEVANT TRAINING/SEMINARS, WORKSHOPS, AND CONFERENCES ATTENDED AND YOUR ROLES (PAPERS PRESENTED AND OTHER CONTRIBUTIONS)				
PARTICULARS		Dates From To		ROLE/RESULTS
1				
2				
3				
6.0: ANY AWARDS AND ACCOLADES RECEIVED				
Source of the Award	Name of the Award	Reason for The Award	Date of the Award	Remarks
1				
2				
3				
7.0: ABSENTEEISM				
Date From To		Reasons	Reason Accepted	Reason Rejected
1				
2				
8.0: PROMOTION, DEMOTION, TRANSFER, OR DEPARTURE (NATURE OF CHANGE)				
Date From To		Rank	Department	Nature of Change and Reason

Employee Sign Date

.....

Human Resource Coordinator Sign Date

.....

Institution stamp

School Manager Sign..... Date.....

Appendix 2: Employee Application Form (CV Summary)

THE NWST APPLICATION FORM (CV SUMMARY)		
1.0: EMPLOYEE PERSONAL DETAILS		
Name:		
Address:		
Marital Status:		
Date of Birth		
Place of Birth		
Nationality:		Residence
Position Applied for		
2.0: EDUCATION BACKGROUND		
Name of Examinations, Training and Courses have done and passed in order	Examinations Passed and Grades/qualifications attained	Month and year passed
1		
2		
3.0 WORKING EXPERIENCE		
Institution	Position	Duration/Dates
1		
2		
4.0: SPORTS, RECREATION, AND HOBBIES		
1		
2		
5.0 MEDICAL HISTORY		
6.0 REFEREE'S NAME AND MOBILE TELEPHONE NUMBER	1	2
7.0 APPLICATION STATUS	ACCEPTED	REJECTED

8.0 DATE OF APPLICATION	APPLICANT SIGNATURE
--------------------------------	----------------------------

Employee Sign Date

Human Resource Coordinator Sign Date

.....

School Manager Sign..... Date.....

Place 1 (Coloured)
Passport Size
Photo here &
attach another duly
attested.

TO BE COMPLETED BY ALL EMPLOYEES

First Name: _____ Last Name: _____

Start Date: ____ / ____ / ____

Position Title: _____

Gender: (circle one) M / F Date of Birth: ____ / ____ / ____

Address: _____

County: _____ Postcode: _____

Residence/Estate: _____ Road _____ House No: _____

Home Phone: _____

Mobile: _____

Email Address: _____

Are you a Kenyan citizen? Y / N

If Yes complete below: -

National ID card No: _____ Passport No _____

National Social Security Fund (NSSF) Card No. _____

National Hospital Insurance Fund (NHIF) Card No. _____

KRA Pin No: _____

Certificate of Good Conduct Ref No: _____

Driving License No. _____

Higher Education Loans Board (HELB) - Loan Payment Completion Certificate No. _____

(To be completed by those who received HELB Loan from the Government for College/University Fees & attached with all other certificates required by employer)

=====

If No

Are you a Permanent Resident? Y / N

Do you have a working visa?

- Do you have a Working Visa? Expiry date: _____/_____/_____

- Do you have a work permit? Expiry date: - _____/_____/_____

- Do you have any restrictions? _____

Passport No: _____

Married Y/N

Single Y/N

If Married spouses Name _____ Spouses ID No _____

Spouse's Mobile No _____

Do you have children Y/N?

If yes, list your children's names and their dates of birth below.

FULL NAMES	DATE OF BIRTH

Bank Details

Bank Name _____ Branch _____

Account Name _____

Account No. _____

NEXT OF KIN DETAILS (PLEASE ENCLOSE A COPY OF THEIR ID IF POSSIBLE)

Next of Kin: _____

Relationship: _____

Address: _____

Residence/Estate: _____ Road _____ House No: _____

Home Phone: _____

Mobile No: _____ Alternative Mobile No. _____ Work Phone No _____

Employee Signature: _____ Date: ____ / ____ / ____

Official: To be completed by Supervisor / Human Resource Manager

Employee Status: Full-time Part-time Casual

Pay Rate: (Ksh) Annual _____ Monthly _____ Other _____

