



# **KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE**

## **STAFF WELFARE POLICY AND PROCEDURES**

**JANUARY 2024**

## POLICY INDEXING INFORMATION

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## ABBREVIATIONS

CGB	College Governing Board
CPD	Continuing Professional Development
EAP	Employee Assistance Program
DHRMA	Director of Human Resources Management and Administration Deputy Provost for Administration
DRC	Directorate of Research and Consultancy
HRSAC	Human Resource and Students Affairs Committee Incident Reporting Form
KCMUCo	Kilimanjaro Christian Medical University College
M&E	Monitoring and Evaluation
SWC	Staff Welfare Committee
ICT	Information and Communication Technology
RAAWU	Researchers Academician and Allied Workers Union
CASA	College Academic Staff Association

## FOREWORD

The Kilimanjaro Christian Medical University College (KCMUCo) recognizes all its employees as the most valuable resource and that the welfare of all Staff is essential in achieving the University's Vision and Mission. This Staff Welfare Policy and Procedures expresses the willingness of KCMUCo to provide welfare facilities for the betterment of the employees. The Policy shows the commitment of KCMUCo to creating a friendly working environment and comfortable living for the employees while ensuring safe and secure working environments for the college staff. A healthy working environment is necessary for employees to perform productively to achieve organizational goals. It creates harmonious working relations between the Management and employees. Hence, to ensure the well-being of the employees to enrich the quality of living.

The College acknowledges that a lack of Staff Welfare Policy and Procedures might cause employee turnover and a lack of motivation and commitment. Therefore, the College may fail to fulfill its integral training, research and service objectives.

This Policy should be read hand in hand with the other Human resource policies, such as Staff Regulations and Conditions of Service. The University, therefore, looks forward to an energized and productive workforce that will propel it to the international scene, thus attracting more students, Staff, and other resources. Staff welfare shall, therefore, be one of my priorities now and in the future.

I call all Staff, students, partners, and the University community to support the implementation of this Policy.

Prof. Ephata E. Kaaya

**PROVOST**

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## **1.0 INTRODUCTION:**

### **1.1 Background**

At KCMUCo, we are committed to fostering a work environment that prioritizes the well-being and satisfaction of our staff members. We believe that a supportive and inclusive workplace is essential for the success of our organization and the overall happiness and productivity of our employees.

Therefore, the KCMUCo Staff Welfare Policy and Procedures serve as a guide that outlines the college commitment to promoting the welfare and well-being of our staff members. This Policy encompasses various aspects of employee welfare, including health and safety, work-life balance, professional development, employee assistance programs, recognition and rewards, and grievance and conflict resolution.

The College is aware that its staff are our most valuable asset, and their overall well-being directly impacts their performance, job satisfaction, and overall productivity. By providing a work environment that supports their physical, mental, and emotional health, we aim to create a culture of engagement, motivation, and excellence.

This Policy sets out guidelines and procedures to ensure our employees have access to the necessary resources and support systems. We strive to provide a safe and healthy work environment, promote work-life balance through flexible arrangements, offer professional development and growth opportunities, provide assistance during challenging times, recognize and reward outstanding performance, and establish fair procedures for addressing grievances and conflicts.

We encourage all staff members to familiarize themselves with this Policy and actively participate in its implementation. We believe working together can create a positive and inclusiveness in the work environment where every employee feels valued, respected, and supported.

This Policy is not just a set of rules and regulations; it reflects our values and commitment to our employees. We are committed to regularly review and improve this Policy to meet our staff members' evolving needs and align with best practices in the industry.

We believe that by prioritizing the welfare of our employees, we will create a thriving work environment that promotes their well-being, job satisfaction, and overall success. Together, we can build a solid and supportive KCMUCo community.

### **1.2 Vision of the College.**

A transformative Christian Centre of Excellence provides evidence-based health training with sustainable resources.

### **1.3 Mission of the College.**

To provide an enabling environment for innovative and quality teaching, research, and services responsive to national and global needs.

#### **1.4 Core Values of the College.**

To realize the vision and fulfil its mission, KCMUCo shall be guided by the following values: - Love, Mercy, Compassion, Integrity, Transparency, Diversity, Creativity, Innovation, Excellence and Accountability.

#### **1.5 Rationale of the Policy**

The KCMUCo Staff Welfare Policy and Procedures creates a positive environment in the work that supports staff's physical, mental, and emotional well-being. It fosters a culture of respect, support, and growth, increasing employee satisfaction, retention, and productivity.

#### **1.6 Purpose of the Policy**

The Policy aims to outline and pursue the staff needs and welfare for the harmonious co-existence of all staff members to ensure staff attraction and retention.

#### **1.7 Scope of the Policy**

This Policy applies to all KCMUCo academic, administrative, and technical staff employed on permanent & pensionable and contract terms.

#### **1.8 Policy Objectives**

The KCMUCo Staff Welfare Policy and Procedures Objectives are: -

- (i) To make KCMUCo a competitive institution that can attract and retain competent Staff.
- (ii) To streamline the administration of staff welfare issues.
- (iii) To ensure compliance with government statutory requirements.
- (iv) To ensure the overall well-being and job satisfaction of staff members.
- (v) To enhance employee morale, motivation, and productivity.
- (vi) To provide support and assistance during challenging times.
- (vii) To promote a healthy work-life balance.

## 2.0 DEFINITION OF KEY TERMS

### Definition of key terms

**‘Employee or Staff Welfare’** refers to the efforts made by the College (KCMUCo) to improve the working conditions over and above the wages paid to them. It comprises all matters affecting the employees' health, safety, comfort, and general welfare.

**‘Employee welfare services’** are services offered to employees to attract their recruitment and retention and improve employee satisfaction and productivity.

**‘Staff welfare measures’** refer to the various services, benefits and facilities offered to staff by the employer. It includes anything done for the comfort, well-being and improvement of staff and is provided over and above the employees' salaries.



### 3.0 THE POLICY STATEMENT

The College recognizes all its Staff as the most valuable resource and that their welfare is essential in achieving its mission. The Staff's well-being is of a primary concern. By investing in the health and welfare of employees, the College is investing in its efficiency and effectiveness.

The College is committed to producing a caring and supportive working environment conducive to the welfare of all Staff and enabling them to develop towards their full potential. The College is committed to rewarding the hard work that the staff do by giving them benefits apart from better salaries.

### 4.0 STAFF BENEFITS.

#### 4.1 Health and Safety.

The College shall prioritize the health and safety of its staff by providing a safe work environment and access to health and wellness programs. It recognizes that a healthy workforce is crucial for the success of the College and aims to prevent workplace hazards and incidents. For these reasons, the College shall: -

4.1.1 provide a safe and healthy work environment in compliance with relevant laws and regulations;

4.1.2 conduct regular health and safety training for all staff members;

4.1.3 establish procedures for reporting and addressing workplace hazards and incidents as follows: -

**(i) Reporting Procedure:**

- (a) Promptly report workplace hazards, accidents, incidents, or near-miss situations to their immediate supervisor or designated safety officer.
- (b) Provide detailed information about the nature of the hazard or incident, including *date, time, location, and any relevant details, observations and action take (Use Incident Reporting Form Appendix 1)*.
- (c) If the immediate supervisor or designated safety officer is unavailable, employees should report the hazard or incident to the next available supervisor or head of department/unit.

**(ii) Investigation and Assessment:**

- (a) Upon receiving a report, the immediate supervisor or designated safety officer will investigate the reported hazard or incident.
- (b) The investigation may involve gathering additional information, conducting interviews, examining relevant documents, or seeking expert advice as necessary.
- (c) The investigation aims to identify the root cause of the hazard or incident and assess its severity and potential impact on employees and the workplace.

**(iii) Corrective Actions:**

- (a) Based on the investigation's findings, the immediate supervisor or designated safety officer will develop and implement appropriate corrective actions to address the identified hazard or incident.

- (b) Corrective actions may include implementing control measures, modifying work procedures, providing additional training or resources, or making necessary repairs or adjustments.
- (c) The immediate supervisor or designated safety officer will ensure that the corrective actions are communicated to relevant employees and that appropriate measures are taken to prevent a recurrence of the hazard or incident.

**(iv) Communication and Follow-up:**

- (a) The immediate supervisor or designated safety officer will communicate the findings of the investigation and the implemented corrective actions to the employees involved, as well as any other relevant stakeholders.
- (b) Employees will be encouraged to provide feedback and suggestions for further improvement regarding workplace safety and hazard prevention.
- (c) Regular follow-up will be conducted to monitor the implemented corrective actions' effectiveness and ensure the workplace remains safe and free from hazards.

**(v) Documentation:**

- (a) A centralized record-keeping system will document all reported hazards, incidents, investigations, and corrective actions.
- (b) The documentation will include details of the reported hazard or incident, investigation findings, implemented corrective actions, and any follow-up activities.
- (c) The records will be maintained for a specified period per College policies and legal requirements.

**(vi) Confidentiality and Non-Retaliation:**

- (a) Confidentiality will be maintained throughout the reporting, investigation, and corrective action processes to the extent possible and in accordance with legal requirements.
- (b) KCMUCo prohibits retaliation against employees who report hazards or incidents in good faith. Any acts of retaliation will be treated seriously and subject to appropriate disciplinary action.

4.1.4 ensure that all staff are familiar with these procedures and actively reporting and addressing workplace hazards and incidents;

4.1.5 Offer access to health and wellness programs, including vaccinations, health screenings, and counselling services.

## **4.2 Work-Life Balance.**

The College promotes a healthy work-life balance by supporting personal responsibilities. It acknowledges that employees have personal lives outside of work and tries to create an environment where they can effectively manage their professional and personal commitments. Thus, the College shall: -

- (i) Encourage flexible work arrangements, such as flexible hours, where feasible.
- (ii) Promote the importance of taking regular breaks and vacations.

- (iii) Establish clear expectations regarding working hours and overtime compensation, as defined in the *College Allowance Policy* and *Staff Regulations and Conditions of Service*.
- (iv) Provide resources and support for childcare and elderly care services.

### 4.3 Professional Development.

The College recognizes the importance of Continuing Professional Development (CPD), life-long learning and growth. It acknowledges that investing in employees' skills and knowledge contributes to job satisfaction and career advancement.

Thus, the College shall provide opportunities for professional development by:

- (i) Training programs, workshops, and conferences offer opportunities for staff to enhance their skills and knowledge.
- (ii) Providing financial assistance for continuing education and professional certifications.
- (iii) Encouraging staff members to pursue career advancement within the organization.
- (iv) Promoting a culture of learning and knowledge sharing.

### 4.4 Employee Assistance Program.

The College recognizes the importance of providing confidential counseling and support services to help staff navigate difficult situations and maintain their well-being. To that end, the College shall: -

4.4.1 establish an Employee Assistance Program (EAP) to provide confidential counseling and support services for members facing personal or work-related challenges that follow the following procedures: -

**(i) To Conduct a Needs Assessment, the College Shall: -**

- (a) Conduct a needs assessment survey or study to identify the specific personal and work-related challenges faced by the staff members at KCMUCo.
- (b) Gather feedback and input from Staff through anonymous surveys, focus groups, or individual interviews to understand their needs and preferences regarding counseling and support services.

**(ii) Program Design and Development:**

- (a) The College shall develop a comprehensive Employee Assistance Program (EAP) plan based on the needs assessment findings.
- (b) Then determine the scope and objectives of the program, including the types of counseling and support services to be offered, such as individual counseling, group therapy, stress management workshops, or career development support.
- (c) Establish the program's structure, including the number of qualified counsellors or therapists needed, the frequency and duration of counseling sessions, and the availability of support services.
- (d) Develop guidelines and protocols for maintaining confidentiality and ensuring the privacy of staff members accessing the EAP services.

- (e) Establish a budget for the program, considering the costs associated with hiring counselors or therapists, training, materials, and any necessary infrastructure.

**(iii) Counselor or Therapist Recruitment:**

- (a) Advertise and recruit qualified counselors or therapists with the qualifications, experience, and expertise to provide confidential counseling and support services.
- (b) Conduct interviews and screenings to assess the suitability of candidates for the EAP role.
- (c) Ensure that the selected counselors or therapists know the specific challenges faced by staff members at KCMUCo and are sensitive to cultural and diversity considerations.

**(iv) Program Implementation:**

- (a) Communicate the launch of the EAP program to all staff members, emphasizing its confidentiality and the availability of counseling and support services through HHRMA.
- (b) HHRMA shall establish a dedicated and confidential communication channel, such as a hotline or email address, through which staff members can access the EAP services.
- (c) Provide staff members with clear instructions on accessing the EAP services, including contact information and appointment scheduling procedures.
- (d) Ensure counseling sessions and support services are scheduled at convenient times and locations to accommodate staff members' needs and preferences.
- (e) Regularly evaluate the effectiveness of the EAP program through feedback surveys, satisfaction assessments, and utilization data using the available suggestions collection methods to make necessary adjustments and improvements for EAP sustainability.

**(v) Promotion and Awareness:**

- (a) Develop a complete communication plan to promote the EAP program and raise awareness among staff members.
- (b) Utilize various communication channels, such as newsletters, intranet, notice boards, and staff meetings, to inform Staff about the availability and benefits of the EAP services.
- (c) Organize awareness campaigns, workshops, or training sessions to educate staff members about the program, its confidentiality, and the challenges it can address.
- (d) Encourage supervisors and managers to promote and support the EAP program within their teams actively.

**(vi) Evaluation and Continuous Improvement:**

- (a) Regularly assess the effectiveness and impact of the EAP program through staff feedback, utilization rates, and outcome measures.
- (b) Use the evaluation findings to identify areas for improvement and make necessary adjustments to the program.

- (c) (c) Continuously monitor the quality of counseling and support services provided by the EAP, ensuring that they meet the needs and expectations of staff members.
- 4.4.2 shall ensure the EAP is easily accessible and well-publicized.
- 4.4.3 shall train managers and supervisors to recognize signs of distress and burn-out and refer employees to the EAP when appropriate.

## 4.5 Recognition and Rewards.

The College recognizes the importance of rewarding outstanding performance and contributions and a culture of appreciation and motivation, which enhances employee morale and job satisfaction. To improve this the College shall: -

- 4.5.1 Implement a system for recognizing and rewarding outstanding performance and contributions through the following guidelines and procedures: -

- (i) **Criteria and Guidelines:**

- (a) Establish clear criteria and guidelines for recognizing and rewarding outstanding employee performance and contributions. Based on a transparent open performance appraisal system, the criteria should align with the College's values, goals, and objectives.
- (b) The criteria shall consider various factors, such as individual achievements, teamwork, innovation, leadership, customer satisfaction, and contributions to organizational success.
- (c) The supervisors, heads of departments/units and Management shall ensure that the recognition and rewards system is objective, fair, transparent, and consistently applied to all employees.

- (ii) **Recognition Programs:**

- (a) Implement various recognition programmes to acknowledge outstanding performance and contributions. These programmes can include: -
  - **Employee of the Month/Quarter/Year:** Departments/units and Supervisors Management should recognize Staff who consistently demonstrate exceptional performance and go above and beyond their job responsibilities during the Month, Quarter, Financial or Academic Year.
  - **Team Recognition:** Departments and staff supervisors should acknowledge teams that have achieved significant results or completed exceptional projects and be recognized as a team or teams.
  - **Peer Recognition:** Departments/units and Supervisors should occasionally encourage employees to nominate and recognize their colleagues for outstanding performance or contributions.
  - **Spot Awards:** Departments/units and Supervisors should provide on-the-spot recognition for exceptional efforts or achievements.
- (b) Develop specific nomination and selection processes for each recognition program to ensure fairness and objectivity across the institution. The instrument shall be developed by the Directorate of Human Resources Management and Administration (DHRMA) and available for all units of the College.

**(iii) Rewards and Incentives:**

- (a) Determine appropriate rewards and incentives to accompany the recognition programs. These can include:
- **Monetary Rewards:** Provide cash bonuses, salary increases, or performance-based incentives.
  - **Non-Monetary Rewards:** Offer gift cards, certificates, extra vacation days, or other tangible rewards.
  - **Career Development Opportunities:** Provide opportunities for professional growth, such as training programs, mentoring, or special assignments.
  - **Public Recognition:** Celebrate outstanding employees through public announcements, newsletters, or company-wide events.
- (b) Units of the College and Rewards Committee shall tailor the rewards and incentives to the preferences and motivations of the employees, considering their individual needs and aspirations.

**(iv) Communication and Feedback.**

- (a) The Head of Human Resources Management and Administration (HHRMA) shall communicate the recognition and rewards system to all employees, ensuring they understand the criteria, programs, and potential rewards.
- (b) The HHRMA shall regularly provide feedback to employees regarding their performance and contributions, highlighting areas of excellence and improvement.
- (c) The College shall encourage open and transparent communication channels where employees can provide feedback on the recognition and rewards system and suggest improvements.

**(v) Evaluation and Continuous Improvement.**

- (a) The College, through HHRMA, shall regularly evaluate the effectiveness and impact of the recognition and rewards system through feedback surveys, utilization rates, and employee satisfaction assessments.
- (b) The Supervisors and Management shall use the evaluation findings to make necessary adjustments and improvements to the system, ensuring it remains relevant, fair, and motivating.
- (c) The Management, through DPA, shall then continuously monitor and review the recognition and rewards programs to ensure they align with evolving organizational goals and employee expectations.

**(vi) Leadership Role Modeling.**

- (a) The College management shall encourage leaders, managers, and supervisors to actively participate in the recognition and rewards system by recognizing outstanding staff performance and contributions.
- (b) The Management shall emphasize the importance of consistent and timely recognition to create a culture of appreciation and motivation throughout the College.

- (c) The Management, through HHRMA, shall provide training and guidance to leaders, managers, and supervisors on how to effectively recognize and reward employees, ensuring fairness and consistency.
- 4.5.2 Provide opportunities for staff members to receive feedback and transparently participate in performance evaluations.
- 4.5.3 Celebrate milestones and achievements through staff appreciation events and ceremonies.
- 4.5.4 Offer competitive motivation compensation and benefits packages.

## 4.6 Grievances and Conflict Resolution.

The College acknowledges the need to address employees' concerns and conflicts. Conflicts and grievances may arise in the workplace, requiring impartial and prompt resolution. KCMUCo shall establish a fair and transparent grievance procedure to effectively address employees' concerns and conflicts to foster respect and harmony in the work environment. To achieve this, the College shall: -

- 4.6.1 Establish a fair and transparent grievance procedure for addressing employee concerns and conflicts through the following procedures: -
  - (i) **Policy Development:**
    - (a) Develop a comprehensive grievance policy that outlines the procedure for addressing employee concerns and conflicts.
    - (b) Ensure the Policy is aligned with relevant labour laws, regulations, and best practices.
    - (c) Clearly define the scope of grievances covered by the Policy, such as workplace issues, harassment, discrimination, or violations of College policies.
    - (d) Emphasize the importance of a fair and transparent process that respects the rights and confidentiality of all parties involved.
  - (ii) **Communication and Awareness:**
    - (a) Communicate the grievance procedure through the (HHRMA) to all Staff, ensuring they know their rights, responsibilities, and steps in filing a grievance.
    - (b) Provide clear instructions on how and where employees can submit their grievances, including contact information for the designated grievance officer or department. The Designated grievance officer shall be appointed by the Head of Human Resources Management and Administration (HHRMA).
    - (c) Make the grievance policy easily accessible to College staff through circulars, intranet portals, or notice boards through the office of HHRMA.
  - (iii) **Grievance Officer:**
    - (a) The HHRMA shall designate a qualified and impartial grievance officer responsible for receiving, investigating, and resolving employee grievances.
    - (b) HHRMA shall ensure the grievance officer has the necessary training and expertise to handle sensitive employee concerns and conflicts.

- (c) HHRMA shall establish Terms of Reference (ToRs) for the grievance officer to maintain confidentiality, protect the rights of all parties, and conduct thorough and unbiased investigations.

**(iv) Grievance Submission and Initial Assessment:**

- (a) College staff shall submit their grievances in writing or through a designated grievances form available at the HHRMA office. (*See appendix 2: Staff Grievance Form*)
- (b) Upon receiving a grievance, the designated grievance officer shall conduct a first assessment to determine the validity and seriousness of the complaint.
- (c) The officer should initiate the investigation if the grievance is deemed valid.
- (d) If the grievance is frivolous or unsubstantiated, appropriate action will be taken, such as providing feedback or counseling to the employee making a false grievance.

**(v) Investigation and Resolution:**

- (a) Upon receipt of a grievance, a thorough and impartial investigation into the grievance shall be conducted by the appointed officer from HHRMA, ensuring that all relevant parties are heard and provided with an opportunity to present their side of the story.
- (b) Evidence shall be gathered by interviewing witnesses and reviewing relevant documents or records to establish the facts and circumstances surrounding the grievance.
- (c) HHRMA shall maintain clear and detailed investigation records, including all relevant findings, actions, and decisions.
- (d) Based on the investigation findings, the HHRMA, through an appointed Grievances Resolutions Committee (GRC), shall determine appropriate resolutions or corrective actions to address the grievance and prevent its recurrence.
- (e) Investigation findings and resolutions shall be communicated to the involved parties in a timely and confidential manner by the office of HHRMA.

**(vi) Appeal Process:**

- (a) If the parties are dissatisfied with the initial resolution, they can escalate an appeal.
- (b) The appeal shall be made within fourteen (**14**) days after the involved party has received the resolution of the initial grievance by filing an appeal form designed by the HHRMA and available at HHRMA. The appeal shall be reviewed and determined by a Committee appointed by the Deputy Provost for Administration (DPA), and its decision will be communicated to the concerned party within thirty (**30**) days of receiving the appeal.
- (c) DPA and HHRMA shall ensure the appeal process is fair, impartial, and transparent and provide an opportunity for a thorough review of the initial grievance and its resolution.



(vii) **Documentation and Review:**

- (a) The HHRMA shall maintain detailed records of all grievances, investigations, resolutions, and appeals.
- (b) HHRMA shall regularly review and evaluate the grievance procedure's effectiveness, considering employee feedback and monitoring trends or patterns in grievances.
- (c) HHRMA shall make necessary adjustments and improvements to the procedure to ensure its fairness, effectiveness, and alignment with changing organizational needs.

4.6.2 The College shall encourage open communication and provide channels for staff members to express their grievances while ensuring they are handled promptly and impartially.

4.6.3 The College shall provide mediation or counseling services to resolve conflicts whenever necessary.

## 4.7 Persons with Physical Challenges.

The College recognize the unique needs of physically challenged staff. Thus, in compliance with The Persons Living with Disability Act (2010), the College shall have amenities for the physically challenged members of staff. The College shall consult with physically challenged staff members and disability advocacy groups while revising the Staff Welfare Policy and Procedures to ensure that their needs and requirements are addressed appropriately. Some essential amenities that should be considered include: -

- (i) **Accessibility:** The College shall ensure that the workplace, including parking spaces, are accessible for physically challenged staff members. The amenities may be achieved by including ramps, elevators, wider doorways, and accessible parking spaces to accommodate individuals with mobility challenges. The parking spaces should comply with accessibility standards and be marked.
- (ii) **Adaptive Equipment:** Whenever possible and necessary, the College will provide necessary adaptive equipment and assistive devices to support physically challenged staff members in performing their job tasks. The amenities may include adjustable desks, ergonomic chairs, specialized keyboards, and other assistive technologies based on feasibility and individual needs.
- (iii) **Restrooms and Facilities:** Restrooms and other facilities will be accessible and equipped with appropriate features such as grab bars, accessible sinks, and accessible toilets to accommodate individuals with physical disabilities. These shall be considered in all new construction on the campus.
- (iv) **Signage:** The signage installed in the College premises shall be clear and visible throughout the workplaces, including Braille signage, where possible to assist visually challenged staff members in navigating the premises independently.
- (v) **Communication Accessibility:** As much as possible and feasible, the College may provide communication assistance for staff members with hearing challenges, such as sign language interpreters, captioning services, or assistive listening devices, to ensure effective communication in meetings, **training sessions, and other work-related activities.**

- (vi) **Flexible Work Arrangements:** The College may consider to offer flexible work plans, such as remote work options or adjusted work schedules, to accommodate the needs of physically challenged staff members. This will allow them to manage their work responsibilities while addressing specific challenges.
- (vii) **Training and Sensitization:** The College will conduct training sessions and sensitization programs for all staff members to create awareness and promote inclusivity. This can help foster a supportive and inclusive work environment for physically challenged staff members.
- (viii) **Health and Wellness Support:** Whenever possible, the College may provide access to health and wellness programs that cater to the specific needs of physically challenged staff members. This may include fitness programs, health counseling services, and resources for managing specific health conditions.

#### 4.8 Staff Associations or Unions

All College staff are free to join staff associations or unions that promote their welfare and may subscribe to statutory deductions that shall be remitted to the association. The current Staff Unions recognized in the College are: -

- (i) RAAWU
- (ii) KCMUCo Academic Staff Assembly.

#### 4.9 Information, Advice and Support.

Information, advice and support will be provided through the supervisors. The range of information and advice available will include:

- (i) College policies and procedures relating to staff health and welfare
- (i) Legislation pertaining to the health and welfare of Staff
- (ii) Occupational health services/medical referrals
- (iii) Leave matters.
- (iv) Salary and pension matters
- (v) Statutory deductions

#### 4.10 Confidentiality.

Individual consultation is confidential; supervisors and the College's line managers must conduct meetings confidentially. However, if the staff supervisor believes it is in the interest of the member of Staff to consult with another person, permission from the member of Staff will be obtained first before doing so, and the consent will be recorded. Notwithstanding the aforesaid, complete confidentiality cannot be extended to disclosure that identify: -

- (i) A breach in College regulations or fraud.
- (ii) A breach of criminal law.
- (iii) A situation where an individual may be at risk of harming either themselves or other Staff or persons.

### 5.0 RESPONSIBILITIES

## 5.1 Responsibilities of the College

The College shall:

- (i) Provide a safe and healthy working environment.
- (ii) Not allow any employee to do potentially dangerous work.
- (iii) Inform employees of any possible dangers in the workplace.
- (iv) Reduce any hazards to a minimum before issuing protective gear.
- (v) Issue protective gear where necessary.
- (vi) Train workers using dangerous machines, equipment, and materials to ensure they know the safety precautions.
- (vii) Prevent employees from using or working with dangerous materials, machines, or equipment unless all safety rules have been followed.
- (viii) Ensure that dangerous machines and equipment are in good working order and are safe to work with.
- (ix) Ensure that dangerous machines and equipment carry warnings and notices.
- (x) Ensure that somebody who knows the work is supervising the operations to ensure the safety of workers.
- (xi) Keep the workplace open so that employees can escape from danger if necessary.
- (xii) Provide supervision and ensure that safe and healthy working practices are enforced.

## 5.2 Obligations of the Employee

The employee, while at work, shall:

- (i) Take maximum precaution and care for the health and safety of themselves and any other persons who may be affected by his/her actions or omissions at work.
- (ii) Cooperate with the College Management in complying with health and safety legal requirements.
- (iii) Carry out lawful orders and obey all health and safety rules and procedures.
- (iv) Report any unsafe or unhealthy situations to the immediate Supervisor or Head of the Department.
- (v) Report any incident or accident which may cause injury to their health, as soon as practicable, to the immediate Supervisor or Head of Department.

## 6.0 IMPLEMENTATION FRAMEWORK.

### 6.1 Appointment of the Staff Welfare Committee (SWC).

The Provost shall appoint a Staff Welfare Committee (SWC) that shall coordinate and oversee the implementation of this Policy.

### 6.2 Objectives and Functions of the SWC.

The objectives and functions of the SWC are as follows:

- (i) To review and make recommendations on matters relating to staff welfare, including compensation, benefits, health and safety, and quality and equity of work issues.
- (ii) **To enhance the well-being of staff members:** The committee aims to promote their physical, mental, and emotional well-being by organizing activities and initiatives catering to their needs.
- (iii) **To improve Staff work-life balance:** The committee will strive to create a conducive work environment that supports a healthy work-life balance for staff members. This may involve implementing flexible work arrangements, promoting time management strategies, and organizing recreational activities.
- (iv) **To address staff concerns and grievances:** The committee serves as a platform for staff members to voice their concerns and grievances. It aims to address these issues promptly and effectively, ensuring a harmonious and productive work environment.
- (v) **To promote professional development:** The committee may organize workshops, training sessions, and seminars to enhance staff members' professional skills and knowledge. This helps in their career growth and personal development.
- (vi) **To foster a sense of community and camaraderie:** The committee endeavours to create a sense of community and connection among staff members. It organizes social events, team-building activities, and celebrations to promote interaction and strengthen relationships.
- (vii) **To facilitate communication and collaboration:** The committee will improve communication and team-work among staff members and between Staff and Management. It may organize regular meetings, feedback sessions, and open forums to facilitate effective communication.
- (viii) **To support Staff during challenging times:** The committee may provide support and assistance to staff members during challenging times, such as personal or family emergencies, health issues, or any unforeseen circumstances. This may involve organizing fundraising events, providing financial aid, or offering counseling services.
- (ix) **To promote a healthy and safe work environment:** The committee will ensure a healthy and safe work environment for staff members by collaborating with the relevant departments to implement safety measures, organize health campaigns, and provide resources for staff well-being.
- (x) **To recognize and reward staff achievements:** The committee will ensure the development of recognition and reward programs to acknowledge the accomplishments and contributions of staff members.
- (xi) **To advocate for staff benefits and rights:** The committee may advocate for staff members, ensuring their benefits and rights are protected. It will collaborate with Management and other relevant stakeholders to address any issues related to staff welfare and benefits.
- (xii) To communicate the Staff Welfare Policy and Procedures to all staff members through orientation programs and regular updates.
- (xiii) Train managers and supervisors on their roles and responsibilities in implementing the Policy.

- (xiv) To review and update the Policy periodically to ensure its continued effectiveness and relevance.

### 6.3 Meetings of SWC

The SWC shall Meet at least once every Quarter.

### 6.4 Monitoring and Evaluation (M&E) of the Policy

**6.4.1 Objective of the M&E:** The objective of the M&E is to assess the effectiveness and impact of the KCMUCo Staff Welfare Policy and Procedures in meeting the needs and improving the well-being of staff members. M&E of the KCMUCo Staff Welfare Policy and Procedures is the role of the SWC. It shall involve systematically assessing the implementation, effectiveness, and impact of the Policy to ensure that it is meeting its objectives and addressing the needs of staff members. Typically, the SWC shall use the following Procedure for M&E: -

**6.4. 2 Key Performance Indicators (KPIs):** SWC shall develop a set of measurable KPIs that align with the objectives of the Policy. The KPIs should include quantitative and qualitative indicators to understand the Policy's impact comprehensively. SWC may use the following KPIs:

- (i) Staff satisfaction levels with the welfare initiatives and programs.
- (ii) Staff retention rates and turnover.
- (iii) Number of staff grievances and their resolution time.
- (iv) Participation rates in professional development activities.
- (v) Attendance and engagement in social events and team-building activities.
- (vi) Number of reported health and safety incidents.
- (vii) Staff perception of work-life balance.
- (viii) Staff perception of communication and collaboration within the organization.
- (ix) Number of Staff recognized and rewarded for their achievements.
- (x) Staff perception of the overall work environment and well-being.

#### 6.4.3 Data Collection Methods:

Using the appropriate data collection methods, SWC will gather information for the KPIs. This may include: -

- (i) Surveys, interviews, focus groups, observations, and document reviews.
- (ii) SWC may consider using quantitative and qualitative data collection methods to understand staff experiences and perceptions comprehensively.

#### 6.4.4 Data Analysis:

- (i) The collected data shall be analyzed to measure progress against the KPIs, using statistical analysis, thematic analysis, and other relevant techniques to identify trends, patterns, and areas for improvement.
- (ii) To track progress, SWC will compare the data against baseline measurements and previous evaluation results.

#### 6.4.5 Reporting:

- (i) SWC shall prepare regular reports summarising the monitoring and evaluation process findings.
- (ii) The reports should provide a clear and concise overview of the Policy's effectiveness, identify success areas, and highlight improvement areas.
- (iii) The reports should be shared with relevant stakeholders, including the Staff Welfare Committee, management, and staff members.

#### **6.4.6 Action Planning:**

- (i) Based on the findings from the M&E process, SWC shall develop action plans to address any identified gaps or areas for improvement.
- (ii) The action plans should be specific, measurable, achievable, relevant, and time-bound (SMART).
- (iii) SWC shall assign responsibilities and timelines for implementation and regularly track progress against the action plans.

#### **6.4.7 Continuous Improvement:**

M&E findings will inform continuous improvement of the Staff Welfare Policy and Procedures. HHRMA and SWC shall regularly review and update the Policy based on the feedback received from staff members and the outcomes of the M&E process. This will ensure that the Policy remains responsive to staff members' changing needs and expectations.

#### **6.4.8 Stakeholders Engagement:**

The College shall ensure that relevant stakeholders, including Staff, the Staff Welfare Committee, College Management, CASA, RAAWU, and other key departments, are involved in the M&E process. Their input, feedback, and suggestions shall be requested to ensure a participatory and inclusive approach.

## **7.0 COMPLIANCE MONITORING**

- (i) HHRMA shall oversee the Staff's compliance with the Policy.
- (ii) HHRMA shall conduct regular audits to assess the Policy's effectiveness and identify improvement areas.
- (iii) HHRMA shall encourage feedback from staff members to gauge their satisfaction with the Policy, make necessary adjustments, and use physical and electronic suggestions collection methods.

## **8.0 RELATED LEGISLATIONS.**

The related legislations for the KCMUCo Staff Welfare and Procedures Policy include: -

- (i) Employment and Labour Relations Act (ELRA) - 2004
- (ii) National Social Security Fund Act (NSSF)
- (iii) National Health Insurance Fund Act (NHIF), 2023
- (iv) Occupational Safety and Health Act (OSHA) of 2003
- (v) Workers Compensation Act – Revised Edition of 2015.
- (vi) KCMUCo Client Service Charter.
- (vii) KCMUCo Whistleblowers Policy and Procedures.

- (viii) KCMUCo Corruption and Fraud Risk Management Policy and Procedures 2022.
- (ix) KCMUCo Human Resource Training and Development Policy 2023.

## 9.0 EFFECTIVE DATE OF THE POLICY

This Policy shall be operational immediately after the College Governing Board approves. The Policy will be reviewed in five years after the date of approval.

## 10.0 APPROVAL DETAILS

This Policy is hereby approved by the College Governing Board in its 51st meeting held this .....day of.....2024.

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Prof. Ephata E. Kaaya  
**Secretary,**  
KCMUCo Governing Board

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Hon. Bishop, Dr. Fredrick Onaeli Shoo  
**Chairperson**  
KCMUCo Governing Board



## KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE

### *Appendix 1: Incident Reporting Form*

<p><b>Name and role of person completing this form:</b></p> <p>Department: _____</p> <p>Date: _____</p>
<b>INCIDENT</b>
<b>Date and time of incident</b>
<b>Name/s of person/s involved:</b>
<b>Description of incident:</b>
<b>Witnesses (include contact details):</b>
<b>Description of injuries (including parts/sides of the body affected):</b>
<b>INJURY (if applicable)</b>
<b>REPORTING OF THE INCIDENT</b>
<b>Incident Reported to:</b>
<b>Date:</b>
<b>How (this form, in person, email, phone):</b>
<b>FOLLOW-UP ACTION</b>
Description of actions to be taken:



**Appendix 2:**



**KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE**

**FORMAL GRIEVANCE FORM**

The information specified below is required in order to initiate the formal grievance process for faculty and instructional staff at KCMUCo. You can attach any documentation which you believe would assist in reviewing this Grievance.

Grievable Matters/Basis of Grievance

Please check all that apply:

- Administration of policies
- Dismissal
- Infringement of faculty rights
- Promotion (procedural)
- Questions of policies and procedures
- Salary
- Tenure (procedural)
- Violations of academic freedom
- Working conditions
- Others: \_\_\_\_\_

All grievances related to discrimination (including harassment and bullying) based upon age, career/family, career status, ethnicity, color, disability, domestic violence victim status, ethnicity, gender, gender expression, gender identity, genetic information, marital status, national origin, race, religion, sex, veteran status, and any other protected status must be filed with the Office of Human Resources.

<b>PARTIES</b>	
Name of Grievant _____	Date Filed _____
Full-time/Part-time Staff	
Name of Administrator to whom the Respondent reports	
Title	
<b>II. Date the Grievance Arose</b>	
Date of the decision or when you became aware of decision that you are grieving Date: _____	

How have you been adversely affected by this situation?	
Have you tried to resolve this issue by informing the Respondent of your complaint directly, indirectly through a third party or through the Informal (Initial) Grievance Process? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If yes, on what date did you learn that the complaint could not be resolved informally?  Date:	
Person Making the Complaint (Grievant)	
Title or Rank	
Department	
Contact Information	
1. Name of individual who made the decision described in the Grievance (Respondent)	
Title or Rank	
Academic Department	
2. Name of individual who made the decision described in the Grievance (Respondent)	
Title or Rank	
Department	
Attach additional information if necessary.	

Note: It is not necessary to try to resolve your grievance informally before filing a Formal Grievance.

### III. The Grievance

Briefly summarize your grievance (attach page if additional space needed):  
 What specific action have you taken to follow the guidelines for informal resolution as outlined in the Grievance Procedures for Discrimination and Harassment or the Staff and Administrative Grievance Policy? What has been the outcome of these

In your view, were any college, school or departmental policies, practices or procedures violated? If yes, please explain.

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### IV. Remedy Sought

What specific remedy or relief do you now seek/request?

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Name of Grievant: \_\_\_\_\_ Date Filed: \_\_\_\_\_

## V. Signature and Submission

By my signature below, I understand and give my consent for the Formal Grievance Process to commence, as described in the KCMUCo Manual. This Grievance Form, together with material submitted or gathered which relates to this claim will become part of the Grievance Record and will be made available to all parties necessary to bring this matter to final determination.

Submitted by: \_\_\_\_\_ Signature: \_\_\_\_\_  
Date: \_\_\_\_\_

This completed form should be submitted to the Chair of the Grievances Resolutions Committee (GRC), on

Received by:

Name: \_\_\_\_\_

**Title:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Note: Any changes made to the grievance, including the remedy sought, during the grievance process, may result in the re-commencement of the process, at the sole discretion of the Committee on Faculty Grievances.