



KENYA FORESTRY RESEARCH INSTITUTE (KEFRI)

HUMAN RESOURCE PROCEDURES MANUAL

KEFRI/SOP/HR/06

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PROCEDURE 1: STAFF RECRUITMENT AND SELECTION**1.0 Purpose**

To ensure that KEFRI acquires competent and talented staff to enable it attain its strategic objectives.

1.1 Scope

This procedure shall apply to all forms of staff recruitment from identification of skills/staffing gaps until employment of the staff.

1.3.1 References

- a) KEFRI Human Resource Policy manual
- b) Career Progression Guidelines
- c) Employment Act 2007
- d) ISO 9001:2015
- e) ISO 14001:2015
- f) Human Resource Policies and Procedures Manual for the Public Service , May 2016
- g) The Constitution of Kenya (CoK 2010)
- h) The Public Officer Ethics Act (POEA), 2016
- i) Diversity Policy for the Public Service, May 2016
- j) The Induction Handbook for the Public Service
- k) Service Delivery Charter

1.4 Terms, Definitions and Acronyms

- a) KEFRI – Kenya Forest Research Institute
- b) HRD – Human Resource Division
- c) DD HR – Deputy Director, Human Resource
- d) SDD F& A – Senior Deputy Director, Finance and Administration
- e) BOD – Board of Directors
- f) NCPWD – National Council of Persons With Disability
- g) Directorate – Team of Director, Senior Deputy Director Finance & Administration and the Senior Deputy Director Research & Development
- h) Director’s panel – Comprises of the Executive Committee and the Junior Staff Advisory Committee.

1.5 Principal Responsibility

DD HR shall ensure adherence to this procedure.

2.0 STEPS

- 2.1 The DD HR shall request the heads of divisions, thematic areas and eco-regional research programmes to identify their Human resource skill gaps taking into consideration planned

- retirement and new projects at the end of every third quarter of financial year. Recruitment shall also be initiated by separation of staff with the Institute through demise or resignation.
- 2.2 The various heads shall undertake the skill gap analysis in line with the recruitment plan template.
 - 2.3 Upon receipt of submissions, the DD HR shall ensure compilation of all the needs (including the ad hoc requests within the year) into an annual recruitment plan taking into consideration the institute's strategic plan requirements and the prevailing labour market conditions.
 - 2.4 The DD HR shall present the compiled annual recruitment plan to the Executive Committee or Consultative Committee for rationalization and recommendation during its fourth quarterly meeting.
 - 2.5 The DD HR shall review the annual recruitment plan by incorporating the changes made by the Executive Committee or Consultative Committee and forward it to the Senior Deputy Director, Finance and Administration (SDD F&A) for tabling to the BOD.
 - 2.6 The SDD F&A shall present the rationalized annual recruitment plan to the Board of Directors (BOD) for approval.
 - 2.7 The SDD F&A through the DD HR shall make necessary amendments to the approved annual recruitment as directed by the BOD.
 - 2.8 The DD HR shall inform the respective divisions, thematic areas and eco-regional research programmes of their approved Human Resource skill gaps and initiate the recruitment process.
 - 2.9 The DD HR shall ensure that job analysis of the approved vacant positions is undertaken to generate job requirements (Job descriptions and Specifications) in liaison with the user divisions, thematic areas and eco-regional research programmes for approval by the Directorate.
 - 2.10 Based on the job analysis results, the DD HR shall generate an advert as per advertisement template.
 - 2.11 The DD HR shall, in liaison with supply chain management division advertise the vacant positions as per the human resource manual through My GOV at least twenty (21) days before the deadline of the advert. The advert shall also be posted to the KEFRI website and National Council of persons With Disability (NCPWD) for translation and circulation.
 - 2.12 The DD HR shall ensure receipt, recording and filing of applications as per communication procedure.
 - 2.13 After the lapse of the deadline, the DD HR shall ensure the application documents are profiled.
 - 2.14 After profiling, the DD HR shall ensure short listing of candidates in liaison with the user division and the Directorate.
 - 2.15 After short listing the DD HR shall invite shortlisted candidates for interviews on set and approved dates informing them of the venue and timing.
 - 2.16 The DD HR shall in liaison with directorate constitute Interview panel. The candidates shall be interviewed in line with set criteria and scored accordingly.
 - 2.17 The DD HR shall ensure presentation of the names of successful candidates to BOD for approval.
 - 2.18 Upon approval by the BODs the DD HR shall communicate to the successful candidates through an offer letter.
 - 2.19 Upon the successful candidate taking up the appointment, the DD HR shall communicate to the unsuccessful candidates.
 - 2.20 Upon reporting of a successful candidate, the officer will be required to fill application for employment form, PSC 2 Form (REVISED 2016) , fill the employee bio-data sheet, submit the two passport size photos, copy of ID card, KRA PIN, NSSF, NHIF, bank account details (copy of ATM

Card), Medical certificate from government hospital. The employee bio-data sheet should be updated from time to time to reflect the true status of the officer.

- 2.21 The DD HR shall organize for induction of the new employee (s) and ensure induction is undertaken as per the training procedure
- 2.22 Upon successful completion of probation, the DD HR shall liaise with the Director's panel to confirm the staff to their respective positions.
- 2.23 For employees whose performance during probation is found unsatisfactory, the DD HR shall implement the Director's panel recommendations accordingly

3.0 APPLICABLE RECORDS

- a) Recruitment Plan
- b) Job advertisement template
- c) Employee Probation Report
- d) Annual recruitment plan
- e) Job analysis results
- f) Communication to candidates

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JOB ADVERTISEMENT TEMPLATE

Introduction

Position (indicate Posts)

Duties and Responsibilities

Requirements for Appointment

Instruction on how to apply

Address receiving the applications

Closing remark on the Institute being an equal opportunity employer or encouraging certain vulnerable groups to apply

KEFRI/F/HR/09

**EMPLOYEE PROBATION REPORT**

Please read the instructions below before completing this form

INSTRUCTIONS TO THE REPORTING SUPERVISOR

1. This report is required for recording present performance in the grade including probationary period for determining confirmation of appointments.
2. Aim to give a clear picture of the officer's strengths and weaknesses. Do not fear to make adverse comments where this is deserved.
3. Failure to give honest and impartial opinion is not in the interest of the officer, his colleagues or the Institute and it is also a serious reflection on the reporting supervisor.
4. It is important that employees should be told of any faults or shortcomings, which results in an adverse report. Departmental Heads, Divisional Heads, Regional Directors and Officer in-Charges are personally responsible for carrying out this report.
5. The contents of this report should not be disclosed to any person who is not concerned with it in the course of his/her official duties.

This form once completed must be returned to Human Resource Division through Secret Registry.

NAME:		RF:	
POSITION:		START DATE:	
DIV/CENTRE/PROGRAMME/DEPT:		DUE DATE:	
1 ST SUPERVISOR:		2 ND SUPERVISOR:	
ASSESSMENT KEY			
Results achieved are rated as follows:			
Achievement of Performance Targets		Rating Scale	
Achievement higher than 100% of the agreed performance targets.	Excellent	101%+	
Achievement up to 100% of the agreed performance targets.	Very good	100%	
Achievement between 80% and 99% of the agreed performance targets.	Good	80% - 99%	
Achievement between 60% and 79% of the agreed performance targets.	Fair	60% - 79%	
Achievement up to 59% of the agreed performance targets.	Poor	59% and Below	
PERFORMANCE INDICATORS		ASSESSMENT	REMARKS, IF ANY
1. Job Knowledge			
2. Ability to work quickly and accurately			
3. Technical Ability (Demonstrated ability to understand job demands & perform job- Also consider flexibility & adaptability)			
4. Initiative & judgment (Demonstrates interest and ability to suggest and develop new ideas and methods)			
5. Co-operation & team work (Puts the group's success before personal interests, shares information and resources with others, gives timely response to requests made by others and promotes team work)			
6. Leadership (The capacity to exercise smooth control and organization)			
7. Conduct towards:			
(a) Seniors – Ability to respect & take orders from them.			
(b) Juniors – Ability to respect them.			
8. Attendance (Comes to work as required)			

9. Reliability (Maintains assigned work schedules so that assigned tasks are accomplished within expected time)		
10. Communication effectiveness (Rate ability to interact professionally with others and representation of division appropriately)		

11. GENERAL REMARKS AND RECOMMENDATION BY THE IMMEDIATE SUPERVISOR

.....

Name of Supervisor Sign..... Date:

12. GENERAL REMARKS AND RECOMMENDATION BY THE NEXT LEVEL SUPERVISOR (WHERE APPLICABLE)

.....

Name of Next Level Supervisor

Name:..... Sign..... Date.....

13. GENERAL REMARKS AND RECOMMENDATION BY THE DEPUTY DIRECTOR HUMAN RESOURCE

.....

Name..... Sign..... Date.....

14. DIRECTOR'S PANEL COMMENTS ON THE REPORT AND RECOMMENDATIONS

.....

PROCEDURE 2: TRAINING AND DEVELOPMENT**1.0 Purpose**

To identify training and development needs so as to equip staff with necessary knowledge, skills and abilities for superior performance and retention.

1.1 Scope

This procedure shall apply to all KEFRI staff and shall cover all **STEPS** from training needs assessment to monitoring and evaluation of training.

1.2 References

- a) Human Resource Policy Manual
- b) Career Progression Guidelines
- c) Employment Act, 2007
- d) Human Resource Policies and Procedures Manual for the Public Service , May 2016
- e) ISO 9001:2015
- f) ISO 14001:2015
- g) Guidelines on managing training in Public Service, June 2016

1.3 Terms, Definitions & Acronyms

- a) Competence - Ability or skills to perform an activity satisfactorily.
- b) KEFRI – Kenya Forest Research Institute
- c) HRD – Human Resource Division
- d) DD HR – Deputy Director, Human Resource
- e) SDD F&A – Senior Deputy Director, Finance and Administration
- f) BOD – Board of Directors
- g) NCPWD – National Council for Persons With Disability

1.4 Responsibility

The DDHR has the principal responsibility of ensuring that training for competence is provided.

2.0 STEPS

- 2.1 The DD HR shall request the heads of divisions, thematic areas and eco-regional research programmes to identify their staff training and development needs at the end of the third quarter of every third year.
- 2.2 The DD HR shall ensure compilation of all the identified training and development needs (including those arising from performance evaluation), generate a report and annual training plans.
- 2.3 The DD HR shall ensure that the annual training and development needs report and training plan are presented to the Human Resource Training and Development Committee (HRT & DC) for harmonization and recommendation in June each year.
- 2.4 The DD HR shall table the recommended annual training and development plan and budget to the Consultative Committee (CC) for approval in the first week of July each year.
- 2.5 The DD HR shall ensure that the annual training and development plan is reviewed as per the CC's approved budget and presented back to the HRT &DC for approval.

- 2.6 Based on the approved training and development plan, the DD HR shall ensure implementation of the respective training programmes by the training officer (TO).
- 2.7 The DD HR through the TO shall implement the respective training programmes through appropriate and cost effective strategies as per the training programme in liaison with relevant offices.
- 2.8 The TO shall prepare training reports of all training programmes and activities undertaken and forward to the DD HR on a quarterly basis.
- 2.9 For trainings requiring study leave, the TO shall ensure that employees proceeding on study leave shall seek authority from the Director.
- 2.10 Upon the Director's approval through the HRT & DC, the DD HR shall grant the respective staff study leave and ensure execution of the Training Bond.
- 2.11 The DD HR shall communicate in writing to staff whose requests for study leave or sponsorship are approved or not approved.
- 2.12 The DD HR shall ensure that all training programmes are evaluated on the last day of training using training evaluation form template. Where the training is conducted at the regional centre, the RD shall ensure the training programme is evaluated accordingly.
- 2.13 The DD HR shall in the fourth quarter each financial year evaluate all training programmes that have been undertaken for effectiveness and ensure implementation of appropriate actions.

3.0 APPLICABLE RECORDS

- a) Training and Development Needs Assessment Form
- b) Training and Development Evaluation questionnaire
- c) Training and Development report
- d) Training and Development Evaluation report
- e) Staff performance appraisal forms
- f) Training and Development plan
- g) Training and Development effectiveness report



TRAINING AND DEVELOPMENT EVALUATION QUESTIONNAIRE

TRAINING NAME

1. Name (optional).....
2. Division/Unit/Centre/Sub-Centre.....
3. Gender: Male Female
4. Age in years : Less than 30 30-40 41-50 above 50
5. Was the place of the training appropriate to you?
Yes No
If no, please specify why
.....

6. Training Duration
 - (i) Long
 - (ii) Adequate
 - (iii) Short

7. Scope of the training
 - Exceeded my expectation
 - Met my expectation
 - Partially met my expectation
 - Did not meet my expectation

8. Facilitation of the training
 - (i) Excellent
 - (ii) Good
 - (iii) Fair
 - (iv) Poor

9. Rate the individual topics covered:

- (i) Excellent
- (ii) Good
- (iii) Fair
- (iv) Poor

10. Which of the training topics did you find most useful?

.....

11. List the topics that were **NOT** well covered

.....

.....

12. How would the training have been improved?

.....

13. Please comment generally about the training

.....

.....

Thank you for completing this questionnaire. Your comments are very important to us and will help to maintain and improve the quality of service

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TRAINING AND DEVELOPMENT REPORT

Introduction

Trainings covered in summary

Recommendations

Conclusion

Appendices: evidences of training such as the invitation for training, programmes, attendance list, photographs and copies of certificates of participation awarded.

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TRAINING AND DEVELOPMENT EVALUATION REPORT

Introduction
General information rating
Rating for each aspects of training evaluated
Lessons learnt
Recommendations

TRAINING AND DEVELOPMENT EFFECTIVENESS FORM

S.NO	Staff Name	Position	Section /Dept	Qualification	Competence requirements	Means of Verification	Status	Recommendation

PROCEDURE 3: STAFF RETENTION**1.0 PURPOSE**

To ensure that KEFRI motivates and retains competent employees for efficient and effective service delivery.

1.1 SCOPE

This procedure shall apply to discipline handling, Staff appraisal, Employee counselling, Employee relations, Health and medical, Pension administration, Mentoring and Coaching and Staff hand-over and exit.

1.2 REFERENCES

- a) KEFRI Human Resource Policy manual
- b) Career Progression Guidelines
- c) Kenya Labour laws
- d) ISO 9001:2015
- e) ISO 14001:2015
- f) Public Service Commission Circulars
- g) Current Insurance policy contracts
- h) Human Resource Policies and Procedures Manual for the Public Service , May 2016
- i) The Public Officer Ethics act, 2016 (POEA)
- j) Discipline Manual for the Public Service, May 2016
- k) Performance Rewards and Sanctions framework for the Public Service, May 2016
- l) Guidelines to the Staff Performance Appraisal System (SPAS) in the Public Service, May 2016

1.3 TERMS, DEFINITIONS AND ACRONYMS

- a) KEFRI - Kenya Forestry Research Institute
- b) DD HR - Deputy Director Human Resource
- c) BOD - Board of Directors
- d) Appeal panel - Comprises of the Directorate or BOD
- e) HoDs - Heads of Divisions
- f) HRD - Human Resource Division
- g) DOSHS - Directorate of Occupational Safety & Health Services
- h) SDD F & A - Senior Deputy Director Finance and Administration
- i) Directorate- Comprises of the Director, Senior Deputy Director, Finance & Administration and
- j) Senior Deputy Director, Research & Development.
- k) Disciplinary/appraisal committee – refers to the Board of Directors, Executive or the Junior Staff Advisory committee.

1.4 PRINCIPAL RESPONSIBILITY

DD HR shall ensure adherence to this procedure.

2.0 STEPS**2.1 GENERAL**

2.1.1 Staff retention in KEFRI shall constitute the following;

- Discipline handling
- Staff appraisal
- Employee counselling
- Employee relations
- Health and medical
- Pension administration

Mentoring and Coaching

Staff hand-over and exit

Each of the above shall be controlled as described in the respective section below;

2.2 Discipline Handling

Disciplinary cases shall be categorized to be either;

- a) Minor
- b) Serious

2.2.1 Minor Offences

- 2.2.1.1 The supervisors shall deal with minor offences informally and without delay. The supervisors shall give first and second verbal warning and take note of this informal discussion.
- 2.2.1.2 The supervisor shall confirm the outcomes of any discussions in writing to the employee and shall retain any note of these informal discussions or meetings.
- 2.2.1.3 These discussions are undertaken to ensure that the employee understands the nature of the concerns and institute's expectations of improvements in their conduct.
- 2.2.1.4 The supervisor shall consider the disciplinary matter resolved if the outcome to the use of the informal approach is satisfactory.
- 2.2.1.5 The supervisor shall as per the communication procedure report to DD HR in writing indicating the shortcomings of the staff quoting, previous offences and actions taken, a disciplinary matter that has been discussed with an employee informally and if:
 - a) the matter has not been resolved and the problem persists;
 - b) the required improvements in conduct are not achieved ;
 - c) further information becomes available during discussions which make the matter sufficiently serious; and
 - d) If the staff commits another offence.
- 2.2.1.6 Upon receipt of the disciplinary report, DD HR shall invoke the formal procedure of discipline handling by issuing a show cause letter to allow the staff to defend themselves against the allegations.
- 2.2.1.7 Based on the explanation, the DD HR shall issue a first warning and second warning in case of another offence. Any further offence shall be treated as a serious offence

2.2.2 Serious Offences

- 2.2.2.1 The DD HR shall be notified of serious offences as soon as they occur in writing, upon which, a show cause letter shall be issued to allow the staff defend themselves in line with KEFRI human resource manual.
- 2.2.2.2 Upon receipt of reply, the DD HR shall ensure the disciplinary matter is analyzed and tabled before the relevant Disciplinary Committee for determination.
- 2.2.2.3 The Disciplinary Committee shall make recommendations to the Director on the course of action to be taken based on the disciplinary summary of the staff.
- 2.2.2.4 The Director in consultation with the BoDs shall make a decision on the action to be taken.
- 2.2.2.5 The DD HR shall implement the decisions made by the Director and BoDs by informing the staff in writing.

2.3 Suspension

- 2.3.1 In cases where it has been decided that the officer be suspended the following steps will be undertaken:
- 2.3.2 If an employee has been convicted of a serious criminal offence or if the misconduct is one which can lead to dismissal, the DD HR shall issue the staff with a show cause letter which shall contain a communication on suspension.

2.3.3 Suspension shall only be lifted by the Director on recommendation or advice by the disciplinary committees or BoDs.

2.4 Investigations

2.4.1 In cases where it has been decided that investigations be conducted, the following **STEPS** shall apply:

2.4.2 The DD HR shall ensure that an investigation into the circumstances of the alleged misconduct is undertaken. The Purpose of the investigation is to:- establish the nature of the allegations, gather relevant evidence and consider if the matter should proceed to a formal hearing.

2.4.3 The DD HR shall inform the staff promptly of the allegation and that an investigation to establish the facts is being undertaken.

2.4.4 Upon receipt of the findings of the investigation that recommend that there is a disciplinary case to answer, the DD HR shall organize for a formal hearing.

2.4.5 Where the investigation finds that there is no case to answer, the DD HR shall advise the affected parties accordingly.

2.4.6 Where a formal hearing has been organized, the DD HR shall direct that the staff involved appears before the Disciplinary Committee and can be accompanied by persons of their choice.

2.4.7 The DD HR shall ensure implementation of the decision of the Disciplinary Committee.

2.5 Dismissals/ Retirement in Public Interest

2.5.1 In cases where dismissal or retirement in public interest has been decided upon, the following steps shall be undertaken:

2.5.2 The DD HR shall communicate to the affected staff in writing that a decision has been made to dismiss them from service, while giving them an opportunity to appeal within fourteen (14) days from the date of the letter.

2.5.3 The DD HR shall also ensure that the affected staff understands the consequences of dismissal in a language they understand. Records of the proceedings shall be noted.

2.5.4 In case where the staff does not appeal, the DD HR shall direct the staff to clear with the institute.

2.5.5 The DD HR shall ensure the staff is paid all their dues and is issued with certificate of service.

2.5.6 In case where the employee wishes to exercise their right to appeal, the DD HR shall direct that the appeal be sent to the Director within fourteen (14) days from the date of the appeal letter.

2.5.7 The Director shall constitute an appeal panel which shall hear and make a decision on the matter.

2.5.8 The decision following the appeal shall be final and there will be no further internal right of appeal.

2.6 Staff Appraisal

2.6.1 The DD HR shall direct the Heads of sections in the Division to set performance targets with staff working under them based on the performance contract and their respective activities within the first quarter of every financial year.

2.6.2 The DD HR shall direct the Heads of sections in the Division to undertake mid-term evaluation of individual employees within their respective sections.

2.6.3 At the end of every financial year, the DD HR shall direct Heads of Divisions, thematic leaders and eco-regional research programmes to appraise staff performance as per the agreed targets and forward the appraisals to the HRD by end of October each year.

- 2.6.4 Upon receipt of performance appraisals, the DD HR shall ensure that the information is summarized in the prescribed format.
- 2.6.5 The DD HR shall table the performance appraisals and their summaries to the relevant appraisal committee for further assessment and recommendation.
- 2.6.6 The DD HR shall ensure that the reviews from the relevant committees are incorporated in the recommendations and forwarded to the SDD F& A.
- 2.6.7 The SDD F& A shall present the appraisal recommendations to the BoDs for approval.
- 2.6.8 The DD HR shall implement the recommendations of the BoDs and communicate to the staff on the outcomes.

2.4 Employee Counselling

- 2.4.1 This shall start when in the opinion of Management a staff requires counselling or the staff voluntarily requests for counselling.
- 2.4.2 The DD HR shall communicate informally to the affected staff and set a date and venue for the counselling session.
- 2.4.3 The DD HR shall guide the affected staff through the counselling therapy to the conclusion of the matter.
- 2.4.4 In case where the staff problem is found to be so advanced that the DD HR may not address effectively, the DD HR shall refer the matter to the relevant professional counsellors.
- 2.4.5 The DD HR shall ensure necessary support is provided to the staff undergoing counselling.
- 2.4.5 Unless otherwise stated, the counselling process will be confidential and may not be documented to protect the privacy of the affected staff.

2.5 Employee relations

- 2.5.1 The aggrieved staff shall report the complaint to the immediate supervisor. In case the complaint involves other employees, the staff shall first try to resolve the matter by direct approach to the employee(s) involved.
- 2.5.2 Upon receipt of the complaint, the immediate supervisor shall convene a meeting within fourteen (14) days to resolve the grievance.
- 2.5.3 If after the action taken by the immediate supervisor to resolve the grievance and the staff is still dissatisfied with the matter, he/she can proceed to the formal procedure. If the complaint is against the supervisor, the matter shall also proceed to the formal procedure.
- 2.5.4 The supervisor shall report unresolved grievances that have been handled to the DD HR for formal resolution.
- 2.5.5 The aggrieved staff who is also dissatisfied with the immediate supervisor's action on resolving the grievance or whose complaint is against the supervisor shall report the grievance in writing stating the nature of the grievance and the reasons why they are dissatisfied with the outcome of the informal stage.
- 2.5.6 Upon receipt of the grievance, the DD HR shall convene a meeting within a month with the parties involved and the complainant can be accompanied by an employee of their choice or union representative to resolve the grievance.
- 2.5.7 If the grievance is not resolved at 2.5.5, the DD HR shall forward the summary of the grievance to the Directorate for resolution.
- 2.5.8 The DD HR shall implement the recommendations of the Directorate and communicate in writing to the affected staff.

- 2.5.9 If the staff is still dissatisfied with the outcome of the formal stage, they can appeal within fourteen (14) days to the Director
- 2.5.10 Upon a decision made by the Director or his/her panel, the DD HR shall implement their recommendations and communicate in writing to the affected staff.
- 2.5.11 The decision of the Director or panel shall be final.

2.6. Accident Compensation

- 2.6.1 The employee/ respective supervisor shall report an accident to the DD HR stating the nature and injuries sustained.
- 2.6.2 The DD HR shall ensure that the insurance company is notified within thirty (30) days of the accident.
- 2.6.3 The DD HR shall ensure that the affected employee(s) submits all relevant documentation for onward forwarding to the insurance company after full recovery.
- 2.6.3 The DD HR shall ensure that a follow up has been made with the insurance company to pay compensation.
- 2.6.4 The DD HR shall ensure that all occupational accidents and near miss will be handled as per the Health and Safety procedure.

2.7. Pension Administration

- 2.7.1 The DD HR shall ensure employee deductions towards pension are effected on monthly basis.
- 2.7.2 The DD HR shall ensure that a pre-retirement training is organized at least five years to retirement.
- 2.7.3 The DD HR shall notify the employee (s) due for retirement one (1) year in advance of their effective date of retirement in writing.
- 2.7.4 The DD HR shall ensure that the employee(s) due for retirement proceed on three (3) months terminal leave during the notice period.
- 2.7.5 The DD HR shall ensure that the employee(s) clear with the institute upon elapse of the notice.
- 2.7.6 Upon clearance, the DD HR shall forward the employee(s) file to pension secretariat for processing of their pension dues.
- 2.7.7 The DD HR shall ensure that the employee(s) are paid their final dues and issued with certificate of service.
- 2.7.8 The DD HR shall ensure that the retired staff is facilitated with transport to their retirement home as per the transport policy.

2.8 Mentorship and Coaching

- 2.8.1 The DD HR shall ensure identification of mentors/coaches by the Executive Committee for the respective careers. The management will also be encouraged to nominate potential mentors/coaches for the Institute.
- 2.8.2 The DD HR shall arrange for capacity building of the mentors/coaches for the respective careers.
- 2.8.3 The DD HR shall ensure that staff to be mentored (mentee) or coached (coachee) are identified by the Executive Committee; staff that require mentoring/coaching are also encouraged to apply to the DD HR.
- 2.8.4 The DD HR shall ensure that mentors/coaches and mentees/coachees are matched appropriately.

- 2.8.5 The DD HR shall prepare for orientation of mentors/coaches and mentees/coachees on the mentoring process.
- 2.8.6 The DD HR shall ensure mentees/coaches identify their development needs respectively and a work plan developed.
- 2.8.7 The DD HR shall ensure that periodic reports on the mentoring/coaching progress are submitted monthly.
- 2.8.8 The mentoring/coaching process shall be concluded in a period of six (6) months and should there be need to extend; the same can be extended for a further period of up to a maximum six (6) months.
- 2.8.9 The DD HR shall undertake evaluation and follow up after conclusion of the mentoring/coaching process.

2.9 Staff hand over and exit

- 2.9.1 The DD HR shall ensure staff exiting any positions through resignations, termination, retirement or transfer prepares hand over report within two weeks after receipt of their exit notices or transfer letters.
- 2.9.2 The DD HR shall liaise with the respective supervisors of the staff exiting to ensure that the latter hands over their work and any of the Institute's property in their custody to the incoming officers or their supervisor where there is no immediate replacement.
- 2.9.3 The supervisor shall ensure that the hand over report is signed by both the staff exiting and the incoming officer or supervisor and a copy forwarded to DD HR.
- 2.9.4 The supervisors shall release the officers after hand over to report to their new stations/offices and inform the DD HR accordingly. For staff resigning or being terminated, they will exit as per the employee separation procedure.
- 2.9.5 The supervisor of incoming officer shall notify the DD HR of the reporting of a new officer and arrange for the takeover process.
- 2.9.6 The supervisor of the incoming officer shall ensure that the takeover report is signed by both the incoming officer and staff exiting or supervisor and a copy forwarded to the DD HR.

3.0 APPLICABLE RECORDS

Staff performance appraisal form
 Leave form
 Clearance form
 Certificate of Service
 Hand-over/Taking-over Form

KENYA FORESTRY RESEARCH INSTITUTE		
TITLE: HUMAN RESOURCE PROCEDURES MANUAL	REF: KEFRI/SOP/HR/06	ISSUE DATE: 12/02/2018

KEFRI/F/HR/01



KENYA FORESTRY RESEARCH INSTITUTE

STAFF PERFORMANCE APPRAISAL FORM FOR JOB GROUP RF1 – RF6

NOTE: PLEASE COMPLETE ALL SECTIONS

YEAR OF PERFORMANCE APPRAISAL: _____

SECTION 1: TO BE COMPLETED BY STAFF UNDER REVIEW.

Name PNo.....Job Group

Date of first Appointment Present Position

Date of last Promotion

Qualifications

Academic/Profession	Year
.....
.....
.....

Other courses attended or skills acquired (use separate sheet if necessary)

Course	Year
.....
.....
.....

SECTION 2: AGREED PERFORMANCE TARGETS/SPECIFIC TASKS ASSIGNMENT (To be completed by appraisee and immediate supervisor)**Performance Targets**

(A) Agreed Targets/Specific Assignment	Performance Tasks	(B) Expected Performance Indicator(s)	(C) Mid-Year Review (Remarks)	(D) Performance Appraisal Score (See Rating Scale)
To be completed by the Appraisee' in consultation with the Supervisor at the beginning of the appraisal period)			(To be completed by the Supervisor in consultation with the Appraisee at the end of the appraisal period)	
1				
2				
3				
4				
5				
Total appraisal score on performance targets				
Mean appraisal Score %				

Achievement of Performance Targets	Rating Scale	
Achievement higher than 100% of the agreed performance targets.	Excellent	101%+
Achievement up to 100% of the agreed performance targets.	Very good	100%
Achievement between 80% and 99% of the agreed performance targets.	Good	80% - 99%
Achievement between 60% and 79% of the agreed performance targets.	Fair	60% - 79%
Achievement up to 59% of the agreed performance targets.	Poor	59% and Below

Core Values (To be rated by the supervisor)

Core Values	Rating				
	Poor (1)	Fair (2)	Good (3)	Very Good (4)	Excellent (5)
Initiative (<i>Initiating workable ideas</i>)					
Integrity (<i>Upholds values as stipulated in the Public Officer's Ethics Act.</i>)					
Reliability (Completing work assignments)					
Teamwork (<i>Works well with others</i>)					
Commitment (<i>How committed they are to their work</i>)					
Punctuality					

KENYA FORESTRY RESEARCH INSTITUTE		
TITLE: HUMAN RESOURCE PROCEDURES MANUAL	REF: KEFRI/SOP/HR/06	ISSUE DATE: 12/02/2018

SECTION 3: STAFF TRAINING & DEVELOPMENT NEEDS

Appraisee’s training and development needs in order of priority as identified by the appraisee and supervisor based on performance gaps.

.....

Immediate Supervisor’s Name:.....

Signature:..... Date:.....

SECTION 4: APPRAISEE’S COMMENTS ON PERFORMANCE (Signed at the end of appraisal period)

.....

Name:Position:

SignatureDate

SECTION 5: IMMEDIATE SUPERVISOR’S COMMENTS ON APPRAISEE PERFORMANCE

Supervisor’s comments on appraisee’s performance at the end of the year including any factors that hindered performance (please indicate if the appraise requires to be put on a Performance Improvement Plan/Programme. If so, indicate the duration)

.....

Signature Date

SECTION 6: COMMENTS BY THE SECOND SUPERVISOR

.....
.....
.....

Name: Position:

Signature Date.....

SECTION 7: RECOMMENDATION BY THE JUNIOR STAFF ADVISORY COMMITTEE (JSAC)

.....
.....
.....
.....
.....
.....

Chairperson.....

**STAFF PERFORMANCE APPRAISAL FORM FOR STAFF IN JOB GROUP KEFRI.7 – KEFRI.11
PREAMBLE**

The overall objective of the staff performance appraisal system is to manage and improve performance of the staff by enabling a higher level of staff participation and involvement in planning, delivery and evaluation of work performance.

STEPS FOR COMPLETING THE PERFORMANCE APPRAISAL FORM

Section 1	The section is to be completed by the appraisee.
Section 2 (a)	The section will be completed by the appraisee and the supervisor at the beginning and at the end of the appraisal period
Section 2 (b)	The section will be completed by the immediate supervisor.
Section 3	This section will be completed by the supervisor at the end of the appraisal period after discussion with the appraisee
Section 4	The section containing needs will be completed by the supervisor if the targets changed or reviewed in mid-year
Section 5	The section will be completed by the appraisee at the end of performance appraisal period
Section 6	The section will be completed by the immediate supervisor
Section 7	The section will be completed by the second supervisor
Section 8	The section will be completed by Executive Committee
Section 9	The Section will be completed by Research Scientists

SECTION 1: EMPLOYEE PARTICULARS

Description	Particulars
Appraisal period	
Name	
Personal Number	
Designation	
Job Group	
Date of Last Promotion	
Acting Appointment if any	
Programme/Centre/Division	
Name of Supervisor	

SECTION 2(a): Individual Performance Targets derived from the Departmental/
Directorate/Division/Section/Unit Supervisor's Work-plan

(A) Agreed Performance Targets	(B) Performance Indicator(s)	(C) Achieved Results in line with the performance indicator	(D) Performance Appraisal Score (See Rating Scale)
To be completed by the Appraisee in consultation with the Supervisor at the beginning of the appraisal period)		(To be completed by the Supervisor in consultation with the Appraisee at the end of the appraisal period)	
1			
2			
3			
4			
5			
Total appraisal score on performance targets			
Mean appraisal Score %			

Results achieved are rated as follows:

Achievement of Performance Targets	Rating Scale	
Achievement higher than 100% of the agreed performance targets.	Excellent	101%+
Achievement up to 100% of the agreed performance targets.	Very good	100%
Achievement between 80% and 99% of the agreed performance targets.	Good	80% - 99%
Achievement between 60% and 79% of the agreed performance targets.	Fair	60% - 79%
Achievement up to 59% of the agreed performance targets.	Poor	59% and Below

SECTION 2(b): VALUES AND CORE COMPETENCE (To be completed jointly by Appraisee and Supervisor)

Use rating scale of:-

- 5 Excellent
- 4 Very Good
- 3 Good
- 2 Fair
- 1 Poor

Rating*	SCORES				
	1	2	3	4	5
Leadership/Supervisor capacity					
Managing resources and accountability					
Judgment and objectivity					
Reliability					
Teamwork/cooperation					
Time management					
Creativity/Innovation					
Total Scores					

SECTION 3: STAFF TRAINING AND DEVELOPMENT NEEDS

Appraisee’s training and development needs in order of priority as identified by the appraisee and supervisor based on performance gaps.

.....

.....

.....

.....

SECTION 4: MID YEAR REVIEW (To be completed only where targets have changed)

	Targets changed or added as agreed during mid-year Performance Review	Performance Indicator(s)	To be completed by the Supervisor at the end of the Appraisal period.	
			Results Achieved	Supervisor’s Comments
1				
2				
3				

Supervisor’s NameDesignation

Signature Date

SECTION 5: APPRAISEE’S COMMENTS ON PERFORMANCE INCLUDING ANY MITIGATING FACTORS

.....
.....
.....

Appraisee’s Name Signature Date

SECTION 6: IMMEDIATE SUPERVISOR’S COMMENTS

Supervisor’s comments on appraisee’s performance at the end of the year including any factors that hindered performance (please indicate if the appraisee requires to be put on a Performance Improvement Plan/Programme. If so, indicate the duration)

.....
.....
.....

Signature Date

SECTION 7: SECOND SUPERVISOR’S COMMENTS ON PERFORMANCE

.....
.....
.....
.....
.....

Supervisor’s Name Designation

Signature Date

SECTION 8: OVERALL APPRAISAL AND RECOMMENDATIONS BY EXECUTIVE COMMITTEE

Comments

.....
.....
.....

Recommendations

.....
.....

Chairperson

Signature Date

SECTION 9: To be completed by Scientific staff

PUBLICATION

Guidelines, Manuals, Pamphlets, Posters and other Extension Materials

- 1.
- 2.
- 3.

Technical Notes, Research Notes

- 1.
- 2.
- 3.

Policy Briefs

- 1.
- 2.
- 3.

Peer-received Journal Papers

- 1.
- 2.
- 3.

Book Chapters

- 1.
- 2.
- 3.

Papers Submitted in Conferences, Workshops

- 1.
- 2.

NB. Please attach on a separate sheet any additional papers/Journals/Notes.



STAFF PERFORMANCE APPRAISAL FORM FOR JOB GROUP KEFRI.12 TO KEFRI.14

PREAMBLE

The overall objective of the staff performance appraisal system is to manage and improve performance of the staff by enabling a higher level of staff participation and involvement in planning, delivery and evaluation of work performance.

STEPS FOR COMPLETING THE PERFORMANCE APPRAISAL FORM

Section 1	The section is to be completed by the appraisee.
Section 2(a)	The section will be completed by the appraisee and supervisor at the beginning and at the end of the appraisal period
Section 2(b)	The section will be completed by the supervisor at the end of the appraisal period after discussion with the appraisee
Section 3	The section will be completed by the supervisor at the end of the appraisal period after discussion with the appraisee.
Section 4	This section will be completed by the supervisor if targets changed or reviewed in mid-year
Section 5	The section will be completed by the Appraisee at the end of performance appraisal period.
Section 6	The section will be completed by the Supervisor.
Section 7	The section will be completed by Board of Director's Panel
Section 8	The section will be completed by the Research Scientists.

SECTION 1: EMPLOYEE PARTICULARS

Description	Particulars
Appraisal period	
Name	
Personal Number	
Designation	
Job Group	
Date of Last Promotion	
Acting Appointment if any during the appraisal period	
Programme/Division /Centre	
Name of Supervisor	

SECTION 2(a): Individual Performance Targets derived from the Departmental/ Directorate/Division/Section/Unit Supervisor's Work-plan

(A) Agreed Performance Targets	(B) Performance Indicator(s)	(C) Achieved Results in line with the performance indicator	(D) Performance Appraisal Score (See Rating Scale)
To be completed by the Appraisee' in consultation with the Supervisor at the beginning of the appraisal period)		(To be completed by the Supervisor in consultation with the Appraisee at the end of the appraisal period)	
1			
2			
3			
4			
5			
6			
7			
Total appraisal score on performance targets			
Mean appraisal Score %			

Rating Scale: The following shall be used to indicate the level of performance by an Appraisee

Achievement of Performance Targets	Rating Scale	
Achievement higher than 100% of the agreed performance targets.	Excellent	101%+
Achievement up to 100% of the agreed performance targets.	Very good	100%
Achievement between 80% and 99% of the agreed performance targets.	Good	80% - 99%
Achievement between 60% and 79% of the agreed performance targets.	Fair	60% - 79%
Achievement up to 59% of the agreed performance targets.	Poor	59% and Below

SECTION 2(b): VALUES AND CORE COMPETENCIES

Use rating scale of: -

- 5 Excellent
- 4 Very Good
- 3 Good
- 2 Fair
- 1 Poor

Tick one option as appropriate	Scores by Supervisor				
	1	2	3	4	5
Implementation of the Strategic Plan.					
Ensuring succession planning, employee growth and development.					
Reliability and Corporate Governance					
Leadership/Supervision Capacity					
Managing Resources and Accountability					
Judgment and Objectivity					
Team work/Cooperation					
Creativity/Innovation					
Total Scores					

SECTION 3: STAFF TRAINING AND DEVELOPMENT NEEDS

Appraisee's training and development needs in order of priority as identified by the appraisee and supervisor based on performance gaps.

.....

SECTION 4: MID YEAR REVIEW (To be completed only where targets have changed)

	Agreed Performance Targets	Performance Indicator (s)	Targets changed or added	Remarks (Indicate Level of Achievement)
1				
2				
3				

Supervisor's Name
 Signature Date:.....

SECTION 5: APPRAISEE'S COMMENTS ON PERFORMANCE INCLUDING ANY MITIGATING FACTORS

.....

Appraisee's Name Signature Date.....

SECTION 6: SUPERVISOR'S COMMENTS

Supervisor's comments on appraisee's performance at the end of the year including any factors that hindered performance (please indicate if the appraise requires to be put on a Performance Improvement Plan/Programme. If so, indicate the duration)

.....

.....
.....
.....
.....

Supervisor's Name

SignatureDate

SECTION7: COMMENTS BY THE BOARD OF DIRECTORS

.....
.....
.....
.....

Name:.....Designation:.....

SignatureDate

SECTION 8: PUBLICATIONS BY SCIENTIST DURING THE EVALUATION PERIOD

Guidelines, Manuals, Pamphlets, Posters and other Extension Materials

- 1.
- 2.
- 3.

Technical Notes, Research Notes

- 1.
- 2.

Policy Briefs

- 1.
- 2.

Peer-reviewed Journal Papers

- 1.

2.

3.

Book Chapters

1.

2.

3.

Papers Submitted in Conferences, Workshops

1.

2.

3.

NB. Please attach on a separate sheet any additional papers/Journals/Notes.



EMPLOYEE HANDING OVER FORM

This form must be completed by an employee exiting employment or on transfer and returned to Human Resource Division.

DIV/UNIT/CENTRE/SUB-CENTRE.....

HANDING OVER OFFICER

Name.....PNo.....

Designation.....

TAKING OVER OFFICER

Name.....

PNo.

Designation

Duties and responsibilities handed/taken over:

Activities pending:

Physical assets handed over:

Financial assets handed over

Other remarks by handing/taking over officer

KENYA FORESTRY RESEARCH INSTITUTE

TITLE: HUMAN RESOURCE
PROCEDURES MANUAL

REF: KEFRI/SOP/HR/06

ISSUE DATE: 12/02/2018

Signature:.....

Officer Handing over

Signature:.....

Officer taking over

Witnessed by:

NamePNo/ID.No.....Designation.....

Signature.....

Date:.....

SDD/DD/RD/OIC Remarks:

.....
.....
.....
.....

Name..... **Sign**..... **Date**.....



KENYA FORESTRY RESEARCH INSTITUTE
C L E A R A N C E F O R M

PART ONE

(To be completed by the Officer leaving the service or transferred)

1. Name:
2. Personal Number.....Mobile Number.....
3. Designation:Job Group
4. Date of first appointment:
5. Terms of Service:
6. Termination/or transfer of service effective date:
7. *Reasons for leaving: (**Resignation/Dismissal/Non-Renewal of Agreement/end of contract / Retirement/Transfer of service**)
*** Delete which does not apply**)

Home Postal Address:

Email address:.....

Signature: Date:

PART TWO

(TO BE COMPLETED BY THE SNR. DEPUTY DIRECTOR/ DEPUTY DIRECTOR/ REGIONAL DIRECTOR/OFFICER INCHARGE/ PROJECT MANAGER)

I hereby certify that Dr/Mr/Mrs/ Ms/Miss.....
has handed over the office, responsibilities and Assets and has been directed to clear with the other departments.

Name.....Signature:..... Date:

PART THREE: LIBRARY

I certify that the above named Officer has returned books to the library, except for the loss or damage of the following books.

No	BOOKS	COST (KSHS.)
1		
2		
3		

TITLE: HUMAN RESOURCE
PROCEDURES MANUAL

REF: KEFRI/SOP/HR/06

ISSUE DATE: 12/02/2018

Name:Signature:

LIBRARIAN, KEFRI

Date:.....

PART FOUR: STORES

I certify that the above named Officer has returned equipment issued on loan from the main stores, except for the loss or damage of the following articles:

SNo	ITEM	COSTS

Name:

Signature:

SUPPLIES OFFICER, KEFRI

Date:.....

PART FIVE: JANITORS

I certify that the above named Officer has returned keys/stores issued by Janitors except for the loss or damage of the following articles:

ITEM	COST (KSHS.)

Name:..... Designation:.....

Date..... Signature.....

PART SIX: ENTERPRISE DIVISION

I certify that the above named Officer has cleared with Enterprise Division except for the following bills, losses or damages:

ITEM	COST (KSHS.)

Name:..... Designation:.....

Date..... Signature:.....

GENERAL MANAGER ,ENTERPRISE

PART SEVEN: SALARIES SECTION

I certify that the above named officer has/does not have pending debts owed to the Institute.

SNo	TYPE OF DEBT	AMOUNT (KSHS.)
1	Salary Advance	
2	Salary in Advance	
3	Others	

Name:..... Designation:.....

Signature:..... Date.....

PART EIGHT: WEALTH DECLARATION (APPOINTMENT SECTION)

I confirm that the officer has filled the final declaration of Income, Assets and Liabilities Form.

Name:..... Designation:.....

Signature:..... Date.....

PART NINE: IMPREST SECTION

I confirm that this Officer has no outstanding imprest/has an outstanding imprest of KShs.....

Name..... Signature:.....

HEAD OF IMPREST SECTION

Date:.....

PART TEN: WELFARE

I confirm that the Officer has no outstanding Loan /has an outstanding loan of KShs.....

Name..... Signature

TREASURER

Date:.....

PART ELEVEN: CLINIC

I confirm that the Officer has no outstanding bill/has an outstanding bill of Kshs.....

Name..... Signature

CLINICAL OFFICER

Date:.....

PART TWELVE: MEDICAL SCHEME

I confirm that the Officer has cleared with the Scheme and has no outstanding claim or excess.

Name..... Signature

SECRETARY, MEDICAL SCHEME

Date:.....

PART THIRTEEN: CO-OPERATIVE SOCIETY (HARAMBEE, UKULIMA, ASILI, UTAFITI, SHERIA ETC)

I confirm that the Officer has no outstanding Loan.

Officer has a liability of KShs..... to be cleared wholly/partially by off-setting shares

Name..... Signature.....

LOAN MANAGER

Date:.....

PART FOURTEEN: BANK LOAN (KCB, EQUITY, KIAMBU DAIRY, FAMILY FINANCE ETC)

I confirm that the Officer has no outstanding Loan with the Bank.

The Officer has a liability of Kshs..... to be cleared.

BANK 1

Name:.....

Signature.....

LOAN MANAGER

Date:.....

BANK 2

Name:.....

Signature.....

LOAN MANAGER

Date:.....

PART FIFTEEN: FOR PERMANENT AND PENSIONABLE STAFF

(Indicate Bank Account Details where you would wish your final dues sent & attach a copy of clear ATM Card)

Bank Name.....

A/C Number.....

Branch.....

Signature.....Date.....

PART SIXTEEN: HANDING-OVER AND EXIT SURVEY

I confirm that the officer has given a signed copy of handing over report and has filled an exit questionnaire as required.

Name:.....

Designation:.....

HEAD OF PERSONNEL ADMIN

Signature:.....

Date.....

PROCEDURE 4: SALARY AND PAYROLL MANAGEMENT**1.0 PURPOSE**

To ensure that KEFRI staff are paid salaries and allowances promptly for efficient and effective service delivery.

1.1 SCOPE

This procedure shall apply to salary management in the Institute.

1.2 REFERENCES

- a) KEFRI Human Resource Policy manual
- b) Career Progression Guidelines
- c) Employment Act
- d) ISO 9001:2015
- e) ISO 14001:2015
- f) Public Service Commission, The National Treasury and SRC Circulars
- g) Human Resource Policies and Procedures Manual for the Public Service , May 2016
- h) Performance Rewards and Sanctions framework for the Public Service, May 2016
- i) Wage order
- j) Salary structure
- k) Payroll

1.3 TERMS, DEFINITIONS AND ACRONYMS

- a) DD HR - Deputy Director Human Resource
- b) SRC - Salaries and Remuneration Commission
- c) PCA - Pay Change Advice

1.4 PRINCIPAL RESPONSIBILITY

DD HR shall ensure adherence to this procedure.

2.0 STEPS

- 2.1 On new appointment and officially reporting to work, the DD HR shall ensure that a Pay change advice (PCA) is raised stating the job grade, the salary and allowances payable to the staff and the effective date.
- 2.2 The DD HR shall ensure that the PCA is approved and forwarded to salary section for implementation.
- 2.3 The DD HR shall ensure the staff is paid promptly at the end of each month and that the statutory deductions are remitted appropriately.
- 2.4 All officers will be paid salary on monthly basis in Kenya currency through their respective bank accounts.
- 2.5 The DD HR shall ensure officers shall not over-commit their salaries beyond two thirds (2/3) of their basic salaries.
- 2.6 The DD HR shall ensure all changes to the payroll are approved before being effected.

- 2.7 The DD HR shall ensure that all complaints raised on salary matters are resolved immediately and without delay.
- 2.8 The DD HR shall ensure that annual salary progressions, allowance adjustments and pay increases are implemented when due.
- 2.9 The DD HR shall ensure that employees exiting the institute are paid their final dues and any recoveries made if any upon completion of clearance from the institute.

3.0 APPLICABLE RECORDS

- a) Payment Change Advice (PCA)
- b) Clearance form
- c) One third rule compliance form

PROCEDURE 5: STAFF SEPARATION

1.0 PURPOSE

To ensure that staff leaving the Institute exit in a professional and acceptable manner.

1.1 SCOPE

This procedure shall apply to all KEFRI staff exiting service.

1.2 REFERENCES

- a) KEFRI Human Resource Policy manual
- b) The Employment Act, 2007
- c) ISO 9001:2015
- d) ISO 14001:2015
- e) Human Resource Policies and Procedures Manual for the Public Service, May 2016
- f) Official Secret Declaration Act

1.3 TERMS DEFINITIONS AND ACRONYMS

- a) KEFRI – Kenya Forestry Research Institute
- b) DD HR – Deputy Director, Human Resource

1.4 PRINCIPAL RESPONSIBILITY

DD HR shall ensure adherence of this procedure.

2.0 STEPS

- 2.1 The DD HR shall receive a notification of thirty (30) days before exit from an employee in case of resignation. It can also start on dismissal, expiry of a contract and when a supervisor notifies the Director of demise of an employee. For separation through retirement, this shall be handled as per procedure on pension administration.
- 2.2 The DD HR shall accept notification, communicate to the employee in writing and forward handover form, clearance form, official secret declaration form, declaration of income, assets and liabilities form and exit questionnaire for the employee to fill. The DD HR shall ensure that salary is stopped pending clearance.
- 2.3 Upon receipt of the duly completed clearance form with the necessary attachments and completion of notice period, the DD HR shall ensure all dues are paid to the employee within seven (7) days.
- 2.4 In case of demise, the DD HR shall ensure that the employee's salary is stopped immediately and that death grant is processed to facilitate burial. The DD HR shall also ensure that the labour officer is notified within three (3) months.
- 2.5 The DD HR shall issue a certificate of service to the exiting employee as per the prescribed format within seven (7) days after clearance.
- 2.6 In case of demise, the DD HR shall ensure processing of final dues to the nominees upon receipt of request.

3.0 APPLICABLE RECORDS

- a) Employee clearance form
- b) Exit questionnaire
- c) Certificate of Service
- d) Employee Data Sheet
- e) Emergency contact form
- f) Next of kin form
- g) Hand over Form
- h) Official Secrets Form
- i) Declaration of income, assets and liabilities

KEFRI/F/HR/03



EXIT QUESTIONNAIRE

A. General Information

Name: _____ PNo. _____

Designation: _____ RF: _____

Division/Unit/Centre/Sub-Centre _____

Gender: Male Female

Age: under 25 25-34 35-44 45-54 55-60 Above 60

Length of service in years _____ Date of exit: _____

B. Working Experience in KEFRI

(i) What attracted you to work for KEFRI?

(ii) Were your expectations met? Yes NO
if not please give reasons _____

(iii) What was your best experience while working in KEFRI? _____

(iv) What was your worst experience while working in KEFRI?

(v) If you could change something within KEFRI what would it be?

(vi) Do you consider you received adequate training and development to undertake your role?

Yes

NO.

C. Reas **leaving**

Please indicate your main reason(s) for leaving (tick where appropriate):

- | | |
|---|--|
| <input type="checkbox"/> Dissatisfaction with pay | <input type="checkbox"/> Un-conducive work environment |
| <input type="checkbox"/> Dissatisfaction with conditions of service | <input type="checkbox"/> Retirement |
| <input type="checkbox"/> Lack of promotion/career development | <input type="checkbox"/> Way work is organised |
| <input type="checkbox"/> Lack of training and development | <input type="checkbox"/> End of contract |
| <input type="checkbox"/> Partner moving out of area | <input type="checkbox"/> Insufficient challenges |
| <input type="checkbox"/> Other domestic reasons | <input type="checkbox"/> Maternity |
| <input type="checkbox"/> Difficulty travelling to and from work | <input type="checkbox"/> Flexibility of working hours |
| <input type="checkbox"/> Workload | <input type="checkbox"/> Unsolicited offer |
| <input type="checkbox"/> Dissatisfaction with management style | <input type="checkbox"/> Others (please specify) |

Transfer of service

Other job opportunities

Medical and health issues

(i) What was the most important reason(s) for your leaving?

(ii) What would have encouraged you to stay?

D. Any other comments

Thank you for taking the time to complete this questionnaire. The information that you have provided will be used to monitor and maintain the standards of employment practice and staff satisfaction.

KEFRI/F/HR/05



EMERGENCY CONTACT FORM

PARTICULARS OF OFFICER

Surname.....

Other Names.....

Date of First Appointment.....

Particulars of next of kin (person to be contacted in-case of emergency)

Full names.....

Relationship to Officer.....

Address.....

Email Address (if any).....

Telephone No.....Mobile.....

Particulars of alternative next of kin (in-case the person named cannot be traced)

Full name.....

.....

Relationship to Officer.....

Address.....

Email Address.....

Telephone No.....Mobile.....

.....

Signature

Date

****please note that this form is for emergency Purposes only and not for benefits administration.***



KENYA FORESTRY RESEARCH INSTITUTE

EMPLOYEE DATA SHEET

Surname.....Other Names.....Gender.....
 Personal Number.....PIN No.....
 Date of Birth (Day)..... (Month)..... (Year).....Identity card..... (attach a copy)...
 N.S.S.F No (if any).....N.H.I.F.....
 Date of First Appointment (Day)..... (Month)..... (Year).....
 Designation.....RF (Job Group).....
 Terms of Service.....
 Incremental date
 Date of Last Promotion (Day)..... (Month)..... (Year).....
 Home County.....District.....Ethnicity.....
 Home Address.....
 Home Telephone No.....Mobile No.....
 Email address (If any).....
 Marital status.....
 Wife/Husband’s Name.....
 Occupation of Husband/wife.....

 Academic qualifications (indicating when and where).....

 Professional qualification (indicating when and where).....

 Name of children and date of birth (maximum of 4 beginning from the youngest)

No	Name	Gender	Date of Birth		
			Day	Month	Year
1					
2					
3					
4					

PROCEDURE 6: STUDENT ATTACHMENT AND INTERNSHIP PROGRAMME**1.0 PURPOSE**

To ensure effective transfer of knowledge and skills to students on attachment and internship at KEFRI.

1.1 SCOPE

This procedure shall apply to management of student attachment and internship programmes at KEFRI.

1.2 REFERENCES

- a) KEFRI Human Resource Policy manual
- b) KEFRI Service delivery charter
- c) ISO 9001:2015
- d) ISO 14001:2015
- e) Human Resource Policies and Procedures Manual for the Public Service , May 2016
- f) Internship Policy and Guidelines for the Public service, May 2016
- g) Public Service Commission Circulars

1.3 TERMS, DEFINITIONS AND ACRONYMS

- a) KEFRI – Kenya Forestry Research Institute
- b) DD HR – Deputy Director Human Resource
- c) TO – Training Officer
- d) HoD - Head of Division
- e) Q&E – Quality and Environment

1.4 PRINCIPAL RESPONSIBILITY

DD HR shall ensure adherence to this procedure.

2.0 ATTACHEMENT

- 2.1 The DD HR shall receive applications from continuing students seeking attachment at the institute and ensure review of the applications is done based on relevance of the course to the institute's activities, availability of vacancy, status of the applicant and a requirement by their institution.
- 2.2 Where applications are received at the Regional Centre, the RD shall ensure this procedure is adhered to accordingly.
- 2.3 The students will be attached on a quarterly basis.
- 2.4 The DD HR shall ensure that the relevant HoDs, thematic leaders or Regional Directors are consulted to confirm availability of vacancy.
- 2.5 The DD HR shall approve the attachment requests and authorize issuance of a letter of acceptance as per the communication procedure to the successful applicants for attachment period of three (3) months and shall not be renewable.
- 2.6 In special circumstances, the attachment can be renewed at the discretion of the Director subject to a maximum of three (3) months.
- 2.7 The acceptance letter shall be accompanied by an indemnity form which shall be filled by the student.
- 2.8 The DD HR shall ensure that the duly filled indemnity form and accident Insurance covers are submitted by the student upon reporting for attachment.
- 2.9 The student shall report to the TO for registration. The TO shall organize for induction within the first month of attachment.
- 2.10 The TO shall hand over the student to their relevant supervisors for assignment of duties.
- 2.11 Upon completion of attachment, the student shall compile and forward attachment report

to their supervisor.

2.12 The supervisor shall fill in the student dispatch report to accompany the student's attachment report and forward to the DD HR.

2.13 Upon receipt of student dispatch report from the supervisor, the DD HR shall ensure that the student is issued with a recommendation letter.

2.14 The TO shall compile quarterly attachment reports and forward to DD HR for further action.

3.0 INTERNSHIP

3.1 DD HR shall receive applications from interns seeking internship at the Institute.

3.2 DD HR shall review the applications in liaison with the HoDs/ RDs based on relevance of the course to the Institute's activities, availability of vacancy and funds.

3.3 Upon review the DD HR shall forward the applications to the Director for consideration and approval.

3.4 Upon approval for internship the DD HR shall proceed to issue an internship offer which shall be for a period of six (6) months renewable subject to availability of vacancy and funds. The acceptance letter shall be accompanied by an indemnity form which shall be filled by the applicant.

3.5 Upon reporting the DD HR shall ensure the interns undergo an induction and report to their respective areas for assignment.

3.6 The DD HR shall ensure that the duly filled indemnity form and accident Insurance covers are brought by the applicant upon reporting for internship.

3.7 After the lapse of six (6) months internship period, the DD/RD/OiC shall request for renewal of the internship or re-placement to the Director.

3.8 In case the intern has not performed satisfactorily, the DD/RD/OiC shall recommend for termination to the Director for necessary action.

3.9 Upon approval for renewal by the Director, the DD HR shall act accordingly. The applicants will also be required to renew their insurance covers.

3.10 The DD HR shall ensure compilation of a quarterly internship report for records.

3.11 The DD HR shall issue a recommendation letter upon expiry of the internship period or request by the intern, the intern will be required to fill an internship exit form.

4.0 APPLICABLE RECORDS

- a) Indemnity form
- b) Student dispatch report
- c) Attachment report
- d) Internship exit form

KEFRI/F/HR/013



KENYA FORESTRY RESEARCH INSTITUTE (KEFRI)

INDEMNITY AGREEMENT ON TRAINING ATTACHMENT/INTERNSHIP

This indemnity is made on the ___ day of ___ 20___ between KENYA FORESTRY RESEARCH INSTITUTE a corporate body established under the Science, Technology and Innovation Act 2013 (Repealed) of post office Number 20412 -00200, Nairobi in the Republic of Kenya.(herein after called "Institute") of the one part. And _____ of Post Office Box _____ (herein after called the "Trainee) and _____ (herein after called the University/College/Polytechnic/Parent/Guardian/Institution) of the other part.

WHEREAS the trainee has requested through and in conjunction with his/her Polytechnic/university/parent/Guardian/Institution" to be placed on practical training attachment/internship with the Institute.

AND WHEREAS the Institute has agreed to place the trainee on the said attachment/ internship.

NOW THIS INDEMNITY AGREEMENT WITNESSETH that it is hereby agreed and declared by and between the parties hereto as follows:

The trainee shall be answerable to and follow the instructions given by the officers of the Institute from time to time on the trainee's day-to-day activities during the course of his/her attachment/internship to the Institute.

The trainee shall not be an employee and no remuneration, allowance or other payment shall be paid to him/her by the Institute except interns on special assignments may receive honoraria.

The trainee shall and his/her Polytechnic/ College/ University/ Parent/ Guardian /Institution will provide all the required materials, tools and equipment, including stationery and any necessary protective gear required by the trainee in the course of the attachment/internship to the Institute. The Institute will not assume any responsibility or risk on account of any aspect of the trainee attachment/internship programme.

The trainee shall, during the course of the attachment/internship, abide by and fully comply with all the rules, regulation, orders, by-laws and conditions applicable to the Institute's employees generally.

The trainee and the Polytechnic/College/University/Parent/Guardian/Institution shall at all times keep the Institute and agents fully covered and indemnified against all risks, cost, claims, damages, expenses and/or liabilities of any nature whatsoever arising out of or in connection with the trainee's attachment/internship to the Institute.

This Indemnity Agreement shall be governed by and under the Laws of Kenya **IN WITNESS WHEREOF** the parties hereto set their respective hands the day and year herein before written.

Signed by the Trainee

Name _____ ID No. _____ Signature _____ Date _____

Institution of learning _____

Signed on behalf of the Trainee by-Parent/Guardian/Institution/Commissioner of Oath

Name: _____

ID No: _____

KENYA FORESTRY RESEARCH INSTITUTE

TITLE: HUMAN RESOURCE
PROCEDURES MANUAL

REF: KEFRI/SOP/HR/06

ISSUE DATE: 12/02/2018

Relationship: _____ Signature _____ Date _____

Signed on behalf of **Kenya Forestry Research Institute**

Name: _____ ID No: _____

Designation: _____ Signature _____ Date _____

KEFRI/F/HR/015



STUDENTS ATTACHMENT/INTERNSHIP DISPATCH REPORT

Mr./Ms student atwas attached at for a period of Month(s) from to The area of assignment was

During the attachment the student covered the following areas:

.....
.....
.....
.....
.....

I satisfy that I gained hands on skills in the above areas which have enhanced my understanding in the subject.

Student's Name:.....Signature Date

Supervisor's Name.....Signature.....

Designation:.....Date



STUDENTS ON ATTACHMENT EXIT QUESTIONNAIRE

Please take a moment to complete this survey about your Attachment experience at Kenya Forestry Research Institute. Your answers will help us grow this programme and providing valuable experience both the Student and the Institute.

PART A: Student's Personal Information

- 1) Name _____
- 2) University/College _____
- 3) Student's Area of Study/Major _____
- 4) Period of Attachment From _____ To _____
- 5) Thematic area /Division/Section/Centre/Sub-Centre Student was attached

- 6) Supervisor During Attachment _____

PART B: STUDENT LEARNING OBJECTIVES

- 7) Was the work assigned a valuable experience in relation to academic studies?

- Yes
 No

Comments:

8) Were you given responsibilities that enabled you apply the knowledge and skills you are learning in college course work? Yes No

Comments:

--	--	--

9
C

Please tell us about your Learning objectives				
	Strongly agree	Agree	Disagree	Strongly Disagree
I was able to develop skills to my area of study				
I Understood the learning objectives of my attachment				
I received feedback on progress towards meeting my learning objectives				

PART C: STUDENT EXPERIENCE

Please tell us about your experience at KEFRI			
	Yes	Somewhat	No
Does KEFRI offer a good learning environment for attachees?			
Would recommend an attachment at KEFRI to your college mates?			
Do you plan to incorporate practices learned in your career?			

Please describe your attachment experience and any suggestions on how to improve this attachment programme:

Comments:

Thank you for completing this survey. Your responses are valued and appreciated.

PROCEDURE 7: CLINICAL SERVICES**1.0 PURPOSE**

The Purpose of this procedure is to ensure timely, efficient and effective provision of clinical services.

1.1 SCOPE

This procedure applies to provision of all clinical services within KEFRI.

1.2 REFERENCE

- a) M.O.H. clinical guidelines for management and referral of common conditions at Level 2 & 3 Primary healthcare.
- b) W.H.O. approved guidelines on case management (various publications)
- c) SOPs for Clinical Officers,
- d) SOPs for Nursing Officers
- e) SOPs for Medical laboratory technologists
- f) ISO 9001:2015
- g) ISO 14001:2015
- h) Manual for Clinical Officers – 2nd Edition 2017
- i) Clinical guidelines Vol II
- j) Procedure manual for Nurses
- k) Procedure Manual for Medical Laboratory Technologists

1.3 TERMS, DEFINITIONS AND ACRONYMS

- a) KEFRI - Kenya Forestry Research Institute
- b) DDA - Deputy Director Administration
- c) Morbidity- the incidence of prevalence of a disease
- d) MOH - Ministry of health
- e) DD HR- Deputy Director Human resource
- f) NACC - National AIDS Control Council
- g) Vital signs – blood pressure, temperature, pulse rate, respiration rate
- h) NACADA- National Authority for Campaigns Against Drug & Substance Abuse
- i) RCO - Registered Clinical Officer
- j) NO - Nursing Officer
- k) MLT - Medical Laboratory Technologist
- l) PHO - Public Health Officer
- m) SOPs - Standard Operating Procedures
- n) Incidence - The prevalence of a disease in a population
- o) Clerking - History taking and clinical examination of a patient to come up with diagnosis and plan management

1.4 PRINCIPAL RESPONSIBILITY

The Clinical Officer shall ensure the implementation and adherence of this procedure.

2.0 STEPS

- 2.1 The clinic shall remain open from 8am to 4pm during working days. The clinical officer will be on call for emergency cases 24 hours on all working days.
- 2.2 Upon opening of the clinic, the NO shall ensure that the facility is well cleaned, the equipment are functional and the pharmacy is stocked with essential drugs.
- 2.3 On arrival of a patient at the clinic, the Medical Records Clerk shall retrieve the patient's file and forward to the CO within ten (10) minutes.
- 2.4 If the patient does not have an active file, the Medical Records Clerk shall register them and open a file within ten (10) minutes.
- 2.5 All the file cabinets shall be under lock and key at all times and secured by the Medical Records Clerk.
- 2.6 Upon retrieval/ opening of the file, the Medical Records Clerk shall usher the patient to the waiting area to be served on first come first served basis except in emergency cases.
- 2.7 For emergency cases, the Medical Records Clerk shall usher the patient to the consultation room for examination by the CO. In case of CO's absence, emergency issues shall be handled by the NO.
- 2.8 The CO shall clerk the patient in line with provision of the procedure manual for COs (2nd edition 2007)/ clinical guidelines volume II and direct the NO on the treatment course in the patient's file.
- 2.9 In cases where the CO deems it necessary to undertake further investigations, he/she shall refer the patient as appropriate to the medical laboratory for investigation.
- 2.10 In case of referral of a patient, the nurse shall accompany the patient – if necessary - in order to offer continued care, attend to any emergency and hand over the patient to the next healthcare giver.
- 2.11 The CO shall ensure that other nursing/ medical laboratory procedures are executed as per relevant sections of the procedure manual for nurses/ medical laboratory technologists.
- 2.12 Based on the determined treatment, the clinician or the nurse may recommend follow up as necessary that will include return date (s) or home visits.
- 2.13 The CO shall also organize group/individual health education talks quarterly within KEFRI.
- 2.14 The CO shall ensure submission of weekly and monthly reports to MOH
- 2.15 The CO shall ensure submission of quarterly reports to NACC and NACADA.

3.0 APPLICABLE RECORDS

- a) Annual work plan
- b) Patient's file
- c) Prescription
- d) A daily morbidity record MOH-717 A
- e) Daily morbidity record MOH-705A
- f) Daily morbidity record MOH-705B
- g) Specified reporting tools to NACC, NACADA offices

PROCEDURE 8: IDENTIFICATION AND ASSESSMENT OF QUALITY RISKS AND ENVIRONMENTAL ASPECTS

1.0 Purpose

To identify quality risks and environmental aspects associated with KEFRI's operations and assessment of their significance.

1.1 Scope

This procedure shall be applicable to KEFRI and to all operations covered by the Integrated Management System.

1.2 Reference

- a) ISO 9001:2015 Standard
- b) ISO 14001:2015 Standard
- c) ISO 31000:2009 Standard

1.3 Terms, Definitions & Acronyms

- a) IMS - Integrated Management System
- b) KEFRI - Kenya Forestry Research Institute.
- c) HODs - Head of Divisions
- d) RD - Regional Director
- e) Risk - Effect of uncertainty
- f) Aspect - Activities that interact or can interact with the environment
- g) Significant aspect - is one that has effect on the environmental
- h) Impact - Effect of an aspect to the environment
- i) Likelihood - chance of something happening
- j) MR – Management Representative

1.4 Responsibility

- a) MR shall ensure that this procedure is adhered to.
- b) Divisional heads shall be responsible for identifying and assessing their respective activities and associated risks.

2.0 STEPS

2.1 To conduct quality risks and environmental impacts assessment, the following steps are to be completed:

- a) Identification of operational departmental processes and activities
- b) Identify quality risks and environmental aspects associated with these activities
- c) Determine the impact, likelihood and risk rating

2.2 Identification of departmental processes and activities

2.2.1 Activities conducted at KEFRI shall be listed in order to ensure that all of them are assessed in the same manner

2.2.2 The activities are classified per division and maintained in a risk register

2.3 Identify quality risks and environmental aspects

2.3.1 Quality risks and environmental aspects associated with each of the activities in clause 2.2 shall be identified

2.3.2 Environmental aspects can be either positive or negative

2.3.3 To identify environmental aspects, the following factors shall be considered where relevant:

- a) Water pollution

- b) Air pollution and noise
- c) Biodiversity loss
- d) Waste management and disposal
- e) Contamination of land,
- f) Natural resources use and depletion
- g) Applicable laws and regulations and
- h) Environmental impacts.

2.3.4 To identify quality risks, the following factors shall be considered where relevant:

- a) Timeliness
- b) Consistency in service delivery
- c) Customer satisfaction
- d) Business sustainability and continuity
- e) Applicable product standard requirements and statutory regulations
- f) Accuracy, courtesy, completeness and accessibility in service delivery

2.4 Identify impacts, likelihood and risk rating

2.4.1 Once all quality risks and environmental aspects have been identified, the respective Heads of Divisions shall identify their impacts and likelihood of occurrence to determine risk rating (significance).

2.4.2 This risk assessment shall be based on:

- Impact (I)
- Likelihood (L)

2.4.3 Risk rating (Significance) shall be obtained by the multiplication of Impact (I) with Likelihood (L) as shown in the equation below:

RISK RATING (significance) = IMPACT x LIKELIHOOD

2.4.4 Risks and aspects shall be assessed using the risk matrix below:

Impact	Likelihood		
	1	2	3
1	1	2	3
2	2	4	6
3	3	6	9

KEY**Likelihood**

- 1- Remote, likely to occur once in a year
- 2- Occasional, likely to occur once in a quarter
- 3- Frequent, likely to occur once in a week

Impact

- 1- Minor, unlikely to affect the environment or quality of service
- 2- Serious, very likely to affect the environment or quality of service
- 3- Critical, can have catastrophic effect to the environment or quality of service

Risk rating (significance)

- 1-2 Low risk**
- 3-5 Medium risk**
- 6-9 High risk**

2.5 Classification of risks

- 2.5.1 When the risk rating is low, the risk shall be acceptable and tolerated. This shall be classified as insignificant environmental aspects
- 2.5.2 When the risk rating is medium further controls and monitoring shall be required as per the risk register. This shall be classified as significant environmental aspects.
- 2.5.3 When the risk is high, immediate actions and more stringent controls shall be put in place to mitigate against the impact of such risks. This shall be classified as significant environmental aspects.

2.6 Review & control process

The quality risks and environmental aspects shall be reviewed every three years, or whenever there have been significant changes to KEFRI activities or services

3.0 Applicable records

- a) Risk register
- b) Aspect register



ASPECT REGISTER

Process	Activity	Aspect	Likelihood	Significance	Effects	Controls



RISK REGISTER

Process	Activity	Risk	Likelihood	Impact	Risk rating	Risk category	Control	Opportunity

PROCEDURE 9: EMERGENCY PREPAREDNESS AND RESPONSE PROCEDURE**1.0 Purpose**

The Purpose of this procedure is to identify potential and actual emergency situations and accidents that can have an impact on the environment and how KEFRI will respond to them.

1.1 Scope

This procedure covers actual and potential environmental emergencies and accidents emanating from KEFRI activities.

1.2 References

- a) ISO 14001:2015 Environmental Management System
- b) ISO 14004:2016 Environmental Management System - General guidelines on principles system and support techniques
- c) Occupational Safety and Health Act - 2007
- d) Environmental Management and Co-ordination (Amendment) Act, 2015

1.3 Terms, Acronyms, and Definitions

- a) Environmental emergency and accidents – any unexpected occurrence that could be harmful to the environment.
- b) OSHA - Occupational Safety and Health Act.
- c) EMCA – Environmental Management and Coordination Act.
- d) EOSHEPRAP – Environmental and Occupational Safety and Health Emergency Preparedness Response Action Plans.
- e) DD-HR- Deputy Director Human Resource
- f) KEFRI- Kenya Forestry Research Institute
- g) DDA – Deputy Director Administration
- h) RD – Regional Director

1.4 Responsibility

The DDA/RD shall have the principal responsibility to ensure that this procedure is adhered to.

2.0 STEPS

- 2.1 The Heads of administration shall update the list of foreseeable incidences and emergencies with a potential to cause negative environmental impact.
- 2.2 The section heads in consultation with Regional Directors shall assess emergency preparedness competence for persons working in areas prone to incidences and accidents as per Training and Competence Procedure
- 2.3 The section heads will forward the environmental emergency preparedness training needs through respective Regional Directors to the DD-HR as per Training and Competence Procedure
- 2.4 The section heads shall conduct various drills to test the effectiveness of the work instructions and response plans for forest fires and chemical spills and first aid and submit report to Regional Director for necessary action(s).
- 2.5 The respective section heads shall monitor and record occurrences of environmental accidents and emergencies in various workstations, recommend corrective measures using Environmental Emergencies and Accidents Occurrences form and submit to the MR through respective Regional Directors.
- 2.6 The section heads shall maintain an inventory of available personal protective equipment and first aid kits using the respective forms and advise the Management on the same.
- 2.7 DDA/RDs shall ensure that all fire-fighting equipment are serviced as per their schedule and kept at easily accessible points.

2.8 DDA/RSs/section heads shall maintain a fire duty roster during the fire season

2.9 KEFRI shall annually review and where necessary revise its emergency preparedness and response procedure as need arises

3.0 Applicable records

- a) Environmental emergencies and accidents occurrences form
- b) Inventory of available personal protective equipment and first aid kits form
- c) Maintenance schedule of fire-fighting equipment form
- d) Fire duty roster



ENVIRONMENTAL EMERGENCIES AND ACCIDENTS OCURRENCES

Centre:

Incidences/accidents	Facility affected	Severity	Response	Remarks
Forest fire	Seed orchard	50%	Staff used fire beaters and water to control the fire	-Fire breaks should be cleaned before the fire season. -Conduct fire drills



PERSONAL PROTECTIVE EQUIPMENT (PPE) INVENTORY FORM

Centre:.....

Section:

Item of PPE	Type	Quantity	Stored Location
Head Protection			
Hearing Protection			
Eye Protection			
Respiratory Protective Equipment (RPE)			
Overalls			
Gloves			
Footwear			
Safety Harness			
Clothing			
Other (Specify)			

KEFRI/F/ADM/21



CHEMICAL/OIL SPILL DRILL REPORT

Submitted by:.....

Centre:

Drill conducted: date:.....

1. Identify any barriers that interfere with alerting people who would be affected by the spill.
2. Describe any problems that prevent Material Safety Data Sheets (MSDS) from being used effectively.
3. Specify any difficulties in selecting and using spill control materials (absorbents, etc.)
4. Identify any problems related to emergency phone numbers, eyewash stations, emergency showers, and first-aid kits.
5. Discuss any obstacles to ventilating the area of the spill.
6. List any difficulties in selecting and using appropriate personal protective equipment.
7. Describe any problems with equipment shut-off procedures.
8. List any goals for improvement.
9. List of personnel who participated in the drill:

Signature:_____

KEFRI/F/ADM/22



FIRE DRILL REPORT

Submitted by:.....

Centre:.....

Drill conducted:..... date:.....

1. Were the Security and Fire Department notified? Yes () No ()
If no, provide detail.
2. Was the Alarm heard in all areas? Yes () No ()
If no, which areas did not sound?
3. Were the announcements clear and understood? Yes () No ()
If no, provide details.
4. List any evacuation problems encountered.
5. Did the alarm system reset properly after the drill? Yes () No ()
If no, provide details
6. Corrective Actions required
7. Approximate evacuation time from start of fire alarm until last person exited:
_____minutes
8. List of personnel who participated in the drill:

Signature: _____

KEFRI/F/ADM/23



FIRST AID DRILL REPORT

Submitted by:.....

Centre:

Drill conducted:..... Date:

1. Identify any barriers that interfere with alerting people.
2. Identify any problems related to accessing and utilizing first-aid kits.
3. Discuss any obstacles to accessing the trained first aider at the Centre.
4. Approximate response time to the type of injury : _____minutes
5. List any goals for improvement.
6. List of personnel who participated in the drill:

Signature: _____

PROCEDURE 9: OCCUPATIONAL HEALTH AND SAFETY PROCEDURE**1.0 Purpose**

The Purpose of this procedure is to specify KEFRI process for identifying and preventing occupational health and safety incidences in execution of its activities.

1.1 Scope

This procedure is applicable to KEFRI in execution of the Quality and Environmental Management System. All employees, contractors, sub-contractors and other interested parties have to adhere to these specifications.

1.2 Reference

- a) ISO 9001:2015 Clause 7.1.3
- b) ISO 14001:2015 Clause 8.2
- c) Occupational Health and Safety Act, 2007
- d) Employment Act, 2007
- e) Work Injury Benefits Act, 2007
- f) Other legal requirements on work place safety.

1.3 Terms, Definitions & Acronyms

- a) IMS – Integrated Management System
- b) KEFRI - Kenya Forestry Research Institute.
- c) DDA - Deputy Director Administration
- d) RD - Regional Director
- e) OIC - Officer In Charge
- f) Workplace - A KEFRI Premise
- g) Workroom - Workstation or Office Space
- h) OSH – Occupational Safety and Health

1.4 Principal Responsibility

- 1.4.1 The DDA is responsible for ensuring compliance to the OSH requirements.
- 1.4.2 The RDs and OICs are responsible for compliance to the OSH requirements in the respective regions and sub centres.

2 STEPS

- 2.1 Every workplace shall have effective provision for sufficient and suitable Lighting.
- 2.2 Effective means shall be provided and maintained for draining off the wet floors in all premises.
- 2.3 Effective and suitable provision shall be made for securing and maintaining adequate ventilation of all workrooms.
- 2.4 The workplace shall not be so overcrowded as to cause risk of injury to the health of the persons employed therein.
- 2.5 The floor of every workroom shall be cleaned at least once in every week as per the procedure on janitorial services.
- 2.6 Accumulations of dirt and refuse shall be removed from the floors and benches of workrooms, staircases and passages.
- 2.7 All plant, machinery and equipment whether fixed or mobile shall only be used for work which they are designed for and be operated by a competent person.
- 2.8 All chains, ropes and lifting tackle shall be of good construction, sound material, adequate strength and free from defect.

- 2.9 Sufficient and suitable sanitary conveniences for the persons employed in the workplace shall be provided, maintained and kept clean.
- 2.10 Every refrigeration plant capable of being entered by an employee shall have all control valves situated outside the cold storage room and have all doors of cold storage room capable of being opened easily and quickly from the inside and outside.
- 2.11 In all KEFRI stores and warehouse, all goods, articles and substances shall be stored or stacked in such manner as will ensure their stability and prevent any interference with the adequate distribution of light, ventilation systems, the unobstructed use of passageways and unobstructed access to other fire extinguishing equipment.
- 2.12 Machinery, equipment, personal protective equipment, appliances and hand tools used in all workplaces shall comply with the prescribed safety and health standards and be appropriately installed, maintained and safe guarded.
- 2.13 All openings in floors shall be securely fenced.
- 2.14 There shall be safe means of access to every place at which any person has to work.
- 2.15 All highly inflammable substances shall be kept either in a fire-resisting store or in a safe place outside any occupied building.
- 2.16 Every workplace shall be provided with adequate means of escape conspicuously marked by a notice printed in **RED LETTERS**, properly maintained and kept free from obstruction.
- 2.17 All emergency exit doors shall be constructed to open outwards and shall not be locked or fastened.
- 2.18 Material safety data sheets shall be provided for all chemicals and other hazardous substances in use at the premises.
- 2.19 Adequate supply of drinking water at suitable points conveniently accessible to all persons employed.
- 2.20 Every workplace shall provide and maintain a readily accessible first-aid box.
- 2.21 There shall be a Safety and Health Committee whose chairperson and Secretary are duly appointed by the Director.
- 2.22 The committee shall conduct quarterly workplace inspections on health and safety requirements and also meet at least once every three months.
- 2.23 Inspection and testing of all firefighting appliances in every work place shall be carried out at least once every twelve months as per the emergency preparedness and response procure.
- 2.24 Every workplace shall have a fire assembly point which must be painted in green.
- 2.25 Every work place shall provide adequate and suitable facilities for washing which shall be conveniently accessible and shall be kept in a clean and orderly condition.
- 2.26 Every work place shall have suitable facilities for a person employed whose work is done standing.
- 2.27 Every work place shall provide and conspicuously display means for extinguishing fire which should be free from any obstruction and readily accessible.
- 2.28 The section heads shall record incidents or accidents using incident form or accident form and forward the to the chairman of Health and Safety committee for necessary action(s).

3 APPLICABLE RECORDS

- 3.3.1 Health and Safety Committee Minutes
- 3.3.2 Inspection Reports
- 3.3.3 Incident form
- 3.3.4 Accident form

**ACCIDENT FORM**

Part A	Victims details
Name: _____ Personal number _____	
Department: : _____ Job title: _____	
Telephone number: _____ Accident Location: _____	
When did the accident happen?	
Date: _____ Time: _____	
What happened?	
Description: (Include details of any object, machine or substance involved)	
Was the accident/ work related? _____	
Declaration: The above report provides a true, accurate and complete account of the accident	
Name: _____ Date: _____ Sign: _____	
Part B	First aiders' comments
What first aid was administered to the victim?	
Name: _____ Date: _____ Sign: _____	

**INCIDENT INVESTIGATION REPORT FORM**

This form is to be filled by health and safety representatives within 12 hours of any incident.

Date of Incident:	Time of Incident :
_____	_____
Place of Incident :	
Description of Incident (What happened?):	
What injury, if any, was caused:	
What property damage, if any, was caused:	
How was the incident arrested:	
Action taken to prevent recurrence:	
Name:	Signature:

KEFRI/F/ADM/17



INCIDENT INVESTIGATION REPORT FORM

This form is to be filled by health and safety representatives within 12 hours of any incident.

Date of Incident:	Time of Incident :
_____	_____
Place of Incident :	
Description of Incident (What happened?):	
What injury, if any, was caused:	
What property damage, if any, was caused:	
How was the incident arrested:	
Action taken to prevent recurrence:	
Name:	Signature:

PROCEDURE 10: COMPLIANCE TO LEGAL AND OTHER REQUIREMENTS**1.0 Purpose**

The Purpose of this procedure is to ensure proper identification and evaluation of applicable legal and others requirements relating to Integrated Management System.

1.1. Scope

This procedure shall be applicable to KEFRI and to all activities covered by the Integrated Management System.

1.2 Reference

- a) ISO 9001:2015 Standard
- b) ISO 14001:2015 Standard
- c) All legal requirements as identified in the Legal Compliance Register.

1.3 Terms, Definitions & Acronyms

- a) IMS – Integrated Management System
- b) KEFRI - Kenya Forestry Research Institute.
- c) MR - Management Representative
- d) RD – Regional Director

1.4. Principal Responsibility

- 1.4.1 The MR shall be responsible for identifying and updating of IMS legal and other requirements.
- 1.4.2 Shall ensure the identified legal and other requirements are complied with as applicable.

2.0 STEPS**2.1 General**

The MR shall manage compliance to applicable IMS legal and other requirements as detailed below:

2.1.1 Identification of Requirements

- 2.1.2 KEFRI through its MR shall identify applicable IMS legal and other requirements that the Institute subscribes to.
- 2.1.3 Applicable requirements shall be listed and tracked in the Legal Compliance register,

2.2 IMS Requirements Update

- 2.2.1 The MR shall ensure updates of applicable existing and emerging IMS legal and other requirements.
- 2.2.2 The MR shall tracks these updates in the Legal Compliance register.

2.3 Compliance Review

- 2.3.1 The MR shall be in charge of the compliance review to ensure that all KEFRI activities are undertaken in accordance to applicable IMS, legal and other requirements.
- 2.3.2 The review shall be done during internal audits as per the internal audit procedure.
- 2.3.3 The MR shall communicate as provided for in the Communications Procedure to concerned people pertinent IMS requirements based on the compliance review.

3 APPLICABLE RECORDS

- 3.1.1 Legal Compliance Register

PROCEDURE 11: HANDLING AND DISPOSAL OF NON-HAZARDOUS SOLID WASTE**1.0 Purpose**

To ensure that non-hazardous waste generated from KEFRI's operations is properly handled, segregated and disposed in a manner that minimizes environmental pollution.

1.1 Scope

This procedure will apply to all KEFRI activities, which generate non-hazardous solid waste with significant environment impact.

1.2 References

- a) ISO 14001: 2015 Standard
- b) ISO 9001:2015 Standard
- c) EMCA 1999: 2015 Environmental Management and Coordination Act Regulations on Solid Wastes
- d) PPAD 2015: The Public Procurement and Asset Disposal Act, 2015

1.3 Terms, acronyms and definitions

- a) Waste receptacle – Temporary central waste holding facility within KEFRI premises.
- b) Re-use - Waste used with or without cleaning and/or repairing.
- c) ISO - International Organization for Standardization.
- d) GR – Goods Return
- e) DDA -Deputy Director Administration
- f) RD -Regional Director
- g) OiC – Officer in Charge
- h) HOD – Head of Division

1.4 Responsibility

- 1.4.1 The DDA, RDs and OiCs shall have the principal responsibility of constructing receptacles and providing colour coded bins.
- 1.4.2 HODs shall ensure this procedure is adhered to in their respective sections
- 1.4.3 DDSCM shall ensure that waste is properly disposed off.

2.0 STEPS

2.1 Categories of non-hazardous solid waste generated by KEFRI include plastics from seed packaging and from tree nursery potting operations, general plastics, used paper, glass ware and metal.

2.2 Waste Segregation

2.2.1 All KEFRI staff shall segregate solid wastes according to colour coded waste bins as per the table below:

Category of Waste	Colour Code
Paper	Blue
Plastic	Yellow
Glass	White
Electronics (e-waste)	Black

- Computers/printers/scanners/UPS - Cartridges, tonners - Electric bulbs and tubes - Calculators	Dedicated rooms with compartments for each waste
Rubber and tyres	Dedicated room
Ceramics	Dedicated room
Organic	Green
Metal /cans	Grey
Used cooking oil	Black drums
Oil filters & oily used Spare parts	Black drums
Sanitary waste and condoms	Sanitary bins

2.2.2 All colour coded waste bins shall meet the following requirements:

- a) They must be in sound condition.
- b) They must be constructed of an appropriate material to prevent leakage.
- c) They must be closed except when adding or emptying waste materials from the container.
- d) They must be kept clean of any spilled material.
- e) They are handled and stored so as not to cause rupture or leakage.

2.2.3 Janitors shall collect, weigh and dispose the segregated solid wastes into the respective designated waste receptacles.

2.2.4 The janitors shall record the waste measurements in solid waste measurement form.

2.2.5 Heads of Administration shall monitor the wastes levels and establish trend analysis on quarterly basis.

2.3 Waste management

2.3.1 Ceramic waste shall be crashed and buried in designated areas.

2.3.2 Sanitary waste shall be disposed off through contracted service providers as per the procurement procedure.

2.3.3 Cooking oil produced at various catering outlets shall be decanted into securely sealed drums and collected by an approved waste contractor as per procurement procedure.

2.3.4 Organic waste shall be composted in a compost pit.

2.3.5 Plant materials such as non-viable seeds shall be disposed on recommendation and approval of the seed disposal committee. The disposal method shall be by composting.

2.3.6 The Heads of supplies shall ensure the quantities of oil, grease and fuel stored at any one time does not over expose the environment to risks (spills, fires, e.t.c) by ensuring that the stored quantities do not exceed the following amounts: Oil-20 litres, Petrol-100 litres, Diesel-180 litres, Parafin-15 litres, Grease-5 kg.

2.3.7 In case of oil or fuel leak or spills, emergency preparedness procedure shall apply.

2.3.8 Waste from the timber workshop shall be sold to interested parties as per the Enterprise procedure.

2.3.9 Workshop Manager in timber workshop shall minimize the wood waste generated by laminating waste timber pieces.

2.3.10 DDSCM shall contract waste disposal agents.

NOTE:

KEFRI staff shall not dispose off any waste on a public highway, street, road, and recreational area or in any public place except in designated public waste receptacles.

3.0 Applicable records

- a) Solid waste measurement form
- b) Non-viable seed disposal form



INTERNAL AND EXTERNAL ISSUES REGISTER

HUMAN RESOURCE DIVISION

Process	Activity	Risk	Likelihood	Impact	Risk Rating	Risk Category	Mitigations/control
Training and Development	Training Needs Assessment	Reluctance by employees to complete the TNA tool, unrealistic training needs requests	1	2	2	low	Adhere to the training policy
	planning and budgeting	Discrimination during nomination for training, Misappropriation of training funds,	1	2	2	low	· Objectivity and equity in nomination, adhere to the training budget
		Inadequate funding	1	2	2	low	Institution to allocate more funds to training budget
	Preparation of training	Poor coordination, failure to meet the participants expectations, inappropriate venue, failure to meet the standards for recognition of the training	2	2	4	Medium	Pre-planning of activities, consultation and adherence to the career progression guidelines
	Training execution	Poor facilitation, inconsistency in attendance by the participants, poor concentration by participants	2	2	4	Medium	Strict adherence to training guidelines, ensuring that the facilitators are those prequalified in the tender documents, administering assessment to the trainees

	Evaluation of training	Failure to fill the questionnaire forms and lack of objectivity	1	2	2	low	Make evaluation a mandatory exercise, proper guidance to be provided on how to fill the questionnaires and making the questionnaires brief and concise
	Assessment of effectiveness	Inadequate funding and lack of objectivity in assessment	1	2	2	low	Allocate adequate funding to training, and creation of awareness on objective assessment and evaluation
	Interventions	Inadequate funding, irrelevant proposals for intervention measures, costly intervention measures and failure to execute training bond	1	2	2	low	Allocate adequate funding to training, and creation of awareness on objective assessment, evaluation and identification of the right intervention measures, alternative cost effective intervention measures and signing of training bond as a pre-requisite for release of cheque
	Staff gap analysis	Overstating/understating of the staffing requirements and conflict of interest	1	2	2	low	Requirements should be need-based as a justification, use of professional consultants,

							rationalization of the needs by the relevant committee and declaration of conflict of interest
Recruitment and Selection	Job analysis	Lack of cooperation from the user department, conflict of interest and overstating /understating of the requirements	1	2	2	low	Adherence to career progression guidelines, declaration of interest, moderation by the Directorate
	Recruitment	Failure to reach the targeted pool, too many applicants	1	2	2	low	Use of social media, use of standard application form and online recruitment
	Selection	Conflict of interest, canvassing, too many applicants who do not meet minimum requirements, applications failing to reach the destination and failure by applicants to follow application instructions, lack of objectivity in scoring, interference by external forces and corruption	1	2	2	low	Declaration of interest, use of oneline application, use of professional recruitment agencies and provision of feedback to applicants
	onboarding & confirmation	Successful candidates using the institution as a stepping stone, Non-peformance to the expectation by the successful candidates, lack of allocation of duties and lack of mentorship	1	2	2	low	Proper vetting of successful candidates, Comprehensive induction programme, teaming up of new employees with mentors, provision of adequate working tools

							including workplace policies
Performance Management	Target setting/PC signing	Setting of soft/ambitious targets, delay in communicating the overall institutional draft PC, delaying in cascading targets	1	2	2	low	Creation of awareness for target setting, timely cascading of targets, prompt release of the overall institutional PC, moderation of targets
	Mid-Term evaluation	Failure to conduct mid-term evaluation, inadequate resources	1	2	2	low	Ensuring that mid-term evaluation is a mandatory process, allocation of adequate resources
	Appraisal	Lack of objectivity, failure to fill appraisal forms, delay in submitting appraisal forms, Giving misleading information	1	2	2	low	Taking disciplinary action on those who fail to submit forms/those who give misleading information, sensitizing supervisors on how to appraise, use of online appraisal, treating of late submission as non-compliance and rewarding excellent performance, placement of non-performers on

							PIP
	Evaluation and feedback	Heavy workload, lack of objectivity, conflict of interest, corruption, delay in communicating feedback, lack of follow-up on some of the intervention measures and delay in evaluation	1	2	2	low	Setting of evaluation week away from workstation, use of online evaluation and timely communication.
Employee relations	Discipline handling	Lack of objectivity, matters taking too long to conclude, lack of consistency, conflict of interest, favouritism, delay in reporting of disciplinary matters, interference by external forces and corruption	2	2	4	Medium	Adherence to the relevant policies and regulations on discipline handling, timely handling of disciplinary matters and declaration of conflict of interest, creation of awareness to all staff
	grievance handling	Delay in reporting, non-reporting, interference by trade unions, incitement, giving malicious information	1	2	2	low	Timely reporting, creation of awareness and taking necessary disciplinary action

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	labour relations	Incitement, threats, interference by trade unions on administrative matters, competition from the rival unions, access to confidential information	2	2	4	Medium	Training of union officials, creation of awareness, defining of unionisable staff in the HR Manual, take disciplinary action for accessing and circulating of confidential documents.
	civil suits management	Access of confidential documents/records, Unexpected litigation, delay in fasttracking of cases at AG's office and cases taking too long to conclude	1	2	2	low	Taking appropriate disciplinary action, engagement of a legal officer in the Institute, building capacity to staff on legal matters, strengthening public complaints committees
Personnel Administration	Leave Management	Staff declining to proceed on leave, Failure to get approval, lack of knowledge by staff to apply leave online and failure by staff to report back after leave	1	2	2	low	Creation of awareness to staff on leave application and approval, forfeiture of leave days, strict adherence to leaveroster, disciplinary action, reminders to proceed on leave
	Personnel Registry	unauthorized access to personnel files, delay/failure in taking action on correspondences, misfiling of documents,	1	2	2	low	Vetting of officers handling personnel files, taking disciplinary, ensuring keenness on

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							filing, conducting refresher training of officers
	staff welfare	Abuse of medical insurance cover, giving misleading information, corruption, delay in reporting accidents, delay in compensation and claims, poor/incomplete documentation by the claimant, forgery	3	2	6	High	Creation of awareness, taking disciplinary action, fastrucking of claims, timely reporting, surcharging for abuse, recovering of excess and blacklisting
	Correspondence handling	Delay in response, loss of correspondence, malice, poor routing of correspondence, poor retrieval of correspondence, misfiling of correspondence, disclosure of action officers,	1	2	2	low	Streamlining of document handling, taking disciplinary action, conducting refresher course, vetting of officers
Salary and payroll management	Salary administration	Inaccuracies in the PCA's, delay in writing of PCA's, lack of integrity, over and underpayments	2	2	4	Medium	Counterchecking with approvals, timely writing of PCA's, vetting of officers, taking disciplinary action, conducting refresher course and ensuring accuracy in any changes

	payroll administration	Inaccuracies, lack of integrity, influence by colleagues, corruption, system failure, mechanical breakdown of equipment, hacking of the system, unauthorized access to payslips	2	2	2	Medium	Counterchecking when keying in data, vetting of officers, taking disciplinary action, Installing a strong back-up, installing of strong firewalls, frequent servicing of equipment and machines, sensitizing staff on how to change their passwords, limiting of authorized access to systems
Employee Separation	Initiation of Separation process	Alteration of date of birth, failure to forward response to respective staff by supervisors,	1	2	2	low	Adhere to the DPSM circular on the date of birth, creating awareness to supervisors on the need to forward response to staff, surcharging the supervisors,
	Separation	Refusal to separate by staff, refusal to surrender Institute's assets, civil suits against the Institute,	1	2	2	low	Offering counselling, conducting pre-retirement programme, supervisors to ensure that they should surrender Institute's assets before clearing, engaging a legal officer to handle legal matters in the

							Institute
Internship and attachment	Attachment	Too many applications, irrelevant courses to the Institute's mandate, influence and orders from above, influence by supervisors to have them overstay, lack of MOUs by the training Institutions, Sexual harassment, conflict of interest	1	2	2	low	Having MOUs with the Institutions, adhering to HR Policy on attachment, sensitizing attachees on sexual harassment, declaration of conflict of interest, taking disciplinary action
	Internship	Too many applications, irrelevant courses to the Institute's mandate, influence and orders from above, Indefinite stay, conflict of interest, sexual harassment	1	2	2	low	Declaration of conflict of interest, limiting of internship period to a maximum of one (1) year, adherence to HR Policy on internship, sensitizing of interns on sexual harassment
Clinical services	Patients registration	Lack of Public Relations, Lack of confidentiality, Communication barrier, unauthorized use of personal file, contracting of communicable diseases, misdiagnosis, loss of life	1	2	2	low	Always get authority from the authorized staff, conducting training on PR & Communication skills, vetting of officers, surcharging the officers,

						recognition of emergencies
clerking	Lack of Public Relations, Lack of confidentiality, Communication barrier, unauthorized use of personal file, contracting of communicable diseases, misdiagnosis	1	2	2	low	Always get authority from the authorized staff, conducting training on PR & Communication skills, vetting of officers , surcharging the officers, use of PPE and use of qualified staff in handling patients
Laboratory investigation	Misdiagnosis, handling of bioseptic materials, dangerous lab reagents, confidentiality , contracting of communicable diseases, accidental pricking	1	2	2	low	Use of qualified and professional personnel, use of PPE, Vetting of officers, use of laboratory assistant
Nursing	Handling of bioseptic materials, confidentiality , contracting of communicable diseases, accidental pricking, poor administration of injections, mentally handicapped and patients	1	3	3	Medium	Use of qualified and professional personnel, use of PPE, Vetting of officers,

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	Treatment	Handling of bioseptic materials, confidentiality, contracting of communicable diseases, accidental pricking, inaccurate dosage, poor administration of injections, sexual harassment, mentally and hostile patients	1	3	3	Medium	Use of qualified and professional personnel, use of PPE, Vetting of officers,
	Pharmacy	Expired drugs, pilferage of pharmaceuticals, low quality drugs	1	2	2	low	Use of qualified and professional personnel, use of PPE, Vetting of officers, counterchecking of pharmaceuticals before administering to patients to confirm expiry dates
	Cleaning	contracting of communicable diseases, handling of bioseptic materials, pricking oneself	1	3	3	Medium	use of safety precautions, use of PPE, ensure that the firms contracted to collect the waste do it timely

ENVIRONMENTAL ASPECTS REGISTER
HUMAN RESOURCE
DIVISION

Process	Activity	Aspect	Likelihood	Impact	Significance	Ranking	Effects	Mitigation
Training and Development	Training Needs Assessment	Use of papers, Electricity, printing Catridges, Stapples, pins, fuel,	1	1	1	Low	Depletions of Natural Resources (Trees and water), polution of environment	Use of email, duplex printing, re-use of pins
	planning and budgeting	Use of papers, Electricity, printing Catridges, Stapples	1	1	1	Low	Depletions of Natural Resources (Trees and water)	Use of email, duplex printing
	Preparation of training	Use of paper, printing Catridges, Stapples	2	1	2	Low	Depletions of Natural Resources (Trees and water)	Use of email, duplex printing
		Electricity, binding materials	2	1	2	Low	Depletions of Natural Resources (Trees and water)	use of natural light, use of soft copies/sharing
		Fuel consumption, Tyre wear and tear	2	1	2	Low	Polution of environment	Pooling transport

	Venue preparation	use of detergents/chemicals and water during cleaning	2	1	2	Low	Polution of environment by chemicals , waste water and depletion of natural resources	minimize usage of water, detergents/chemicals or use of herbal chemicals and putting labels on proper use of resources, use of push taps
		use of electricity	2	1	2	Low	depletion of natural resources (water)	use of natural light, switch of lights when not in use
	Training execution	Use of papers, use of electricity	2	1	2	Low	Depletion of natural resources	use of natural light, switch of lights when not in use, use of soft copies
	Evaluation	Paper consumption	2	1	2	Low	Depletions of Natural Resources (Trees)	use of online evaluation
	Assessment of effectiveness	Fuel, Tyres, paper consumption, use of electricity	1	1	1	Low	Pollution of environment, depletion of natural resources	use of soft copies
	Interventions	Electricity,& Paper consumption	2	1	2	Low	Depletions of Natural Resources (Trees) and environmental pollution	use of soft copies
Recruitment and Selection	Staff gap analysis	Electricity consumption, paper consumption	1	1	1	Low	Depletions of Natural Resources (Trees)	use of soft copies
	Job analysis	Electricity consumption	1	1	1	Low	Depletions of Natural Resources (water)	minimize use of electricity

	Recruitment	Electricity consumption, paper consumption, use of staples	1	1	1	Low	Depletion s of Natural Resources (Trees & Water)	use of online recruitment
	Selection	Electricity consumption, paper consumption, use of staples	1	1	1	Low	Depletion s of Natural Resources (Trees & Water), environmental pollution	use of online selection,online application form
	onboarding & confirmation	Electricity consumption, paper consumption	1	1	1	Low	Depletion s of Natural Resources (Trees & Water), environmental pollution	duplex printing of papers
Performance Management	Target setting/PC signing	Electricity consumption, paper consumption	1	1	1	Low	Depletion s of Natural Resources (Trees & Water)	duplex printing of papers
	Mid-Term evaluation	Electricity consumption, paper consumption	1	1	1	Low	Depletion s of Natural Resources (Trees & Water)	duplex printing of papers
	Appraisal	Electricity consumption, paper consumption, staples	1	1	1	Low	Depletion s of Natural Resources (Trees & Water)	duplex printing of papers
	feedback	Electricity consumption, paper consumption	1	1	1	Low	Depletion s of Natural Resources (Trees & Water)	duplex printing of papers, use of online system

Employee relations	Discipline handling	Electricity consumption, paper consumption	1	1	1	Low	Depletion s of Natural Resources (Trees & Water)	duplex printing of papers
Personnel Administration	Leave Management	Electricity consumption, paper consumption	1	1	1	Low	Depletion s of Natural Resources (Trees & Water)	duplex printing of papers, and adopt use of online services
	Personnel Registry							
	staff welfare							
Salary and payroll management	Salary administration	Electricity consumption, paper consumption	1	1	1	Low	Depletion s of Natural Resources (Trees & Water)	duplex printing of papers, and adopt use of online services
	payroll administration							
Employee Separation	Initiation of Separation process	Electricity consumption, paper consumption	1	1	1	Low	Depletion s of Natural Resources (Trees & Water)	adopt use of duplex printing
	Separation							
Clinical services	Patients registration	Paper consumption	2	1	2	Low	Depletion of natural resources	use of duplex printing
	clerking	Paper consumption, consumption of dry cells & electricity,	2	1	2	Low	Depletion of natural resources	use of duplex printing
		Biomedical waste, use of sterilization reagents	3	2	6	high	Pollution of environment, generation of effluent	Neurtralization, use of incenarator
	Laboratory investigation	Biomedical waste, use of sterilization reagents	3	2	6	high	Pollution of environment, generation of effluent	Neurtralization, use of incenarator
	Nursing	Biomedical waste, use of sterilization reagents	3	2	6	high	Pollution of environment,	Neurtralization, use of incenarator

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							generatio n of effluent	
	Treatment	Biomedical waste, use of sterilization reagents	3	2	6	high	Pollution of environme nt, generatio n of effluent	Neurtralization, use of incenarator
	Pharmacy	Expiry of drugs	3	2	6	high	Pollution of environme nt, generatio n of effluent	use of incenarator, Use of suppliers who can exchange drugs which are near expiry