DEDAN KIMATHI UNIVERSITY OF TECHNOLOGY

DeKUT REWARD AND RECOGNITION POLICY

APPROVED BY: _____   **DATE:** _____

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TABLE OF CONTENTS

1.1 FOREWORD

Dedan Kimathi University of Technology (DeKUT) is committed to providing efficient and effective service delivery to the customers. To actualize this, strong emphasis has been placed on productivity and performance improvement. A key element in performance management is rewarding of exemplary performance within a framework that also supports the objective of attracting, nurturing and retaining qualified and highly productive staff. It is against this background that a reward and recognition policy was developed.

To fully realize the objectives outlined in the policy, there is need to link individual performance goals to institutional strategies. To this end, determination of rewards and recognition at the organization and individual levels will be based among others the performance contracting evaluation and individual staff performance appraisal respectively. Performance Contracting is a negotiated process in which institutions set their performance targets based on their mandates, functions and strategic objectives. The performance contracts are anchored on national development goals and cascaded to all departments, divisions, sections and units.

In order for this to be effective, reward and recognition will reflect the University culture, integrity as well as the nature of our business strategy and goals. This shall be done by ensuring that employees are rewarded and recognized based on their achievements and excellence towards the common good of the University as a whole. It is expected that successful implementation of the policy will encourage excellence and recognize meritocracy. The rewards program is aimed at motivating employees and encouraging a culture of excellence in service delivery

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Prof. P. Ndirangu Kioni
Vice Chancellor

1.2 ABBREVIATIONS

CSR   Corporate Social Responsibility

DeKUT   Dedan Kimathi University of Technology

DVC, A&F   Deputy Vice Chancellor Administration and Finance

DVC, AA&R   Deputy Vice Chancellor Academic Affairs and Research

HOD   Head of Department

PC   Performance Contracting

PMS   Performance Management System

SPAS   Staff Performance Appraisal System

TNA   Training Needs Assessment

UMB   University Management Board

VC   Vice Chancellor

1.3   DEFINITION OF KEY TERMS

Award: A prize or other mark of recognition given in honour of an achievement.

Career: An employee's line of work or service involving continuity over a long period of his working life.

Employee: A person in the employment of the Dedan Kimathi University of Technology.

Incentive: An incentive is something that is provided to employees in order to get them to work harder to achieve the goals and objectives of the University.

Integrated Performance Management: building of a sustainable way of doing the right duties in the right way, driving focus and alignment across the organization.

Recognition: Identification and acknowledgement employees' best performance and practice.

Reward management: The design, implementation, maintenance, communication and evaluation of reward processes which help organizations to improve performance and achieve their objectives.

Reward system: A reward system consists of financial rewards (fixed and variable pay) and employee benefits, which together compute total remuneration. The system also incorporates non-financial rewards (recognition, praise, achievement, responsibility and personal growth) and in many cases performance management processes.

Reward: Something given to an employee in recognition of service, effort, or achievement.

Training Needs Assessment (TNA): A Performance Audit that generates and provides. The management with analytical information for assessing the adequately or otherwise, of knowledge and skills gaps in the service that inhibits attainment of organizations objectives and acts as a sound basis for management decisions on training activities that improve performance and service delivery.

Training: A deliberate and systematic learning experience designed to provide skills, knowledge and appropriate attitude to an employee for purposes of improving his/ her ability to perform specific job or task.

1.4 PREAMBLE

Various components of performance management systems in DeKUT are implemented as stand-alone systems. These systems include Performance Contracting (PC) and Staff Performance Appraisal System (SPAS) which have largely been without corresponding rewards and recognitions. A Performance Management System (PMS) is a systematic process for getting better results from an organization, teams and individuals by managing performance within an agreed framework of planned goals, objectives and actions that allows for maximization of the performance of employees and institutions.

PMS also provides employees with clear understanding of job expectations; regular feedback about performance; rewards and recognitions for good performance. The overall goal of PMS is to help boost employee performance and ultimately the achievement of intended results for the organization. Institutional strategic plans should be broken into manageable and measurable activities cascaded down to individual employee level. Mechanisms for ensuring accountability for results at institutional, team and individual levels should be an inbuilt feature of the PMS framework. In addition, tools and mechanisms for monitoring and measuring performance results should be established.

The purpose on an integrated PMS is to attract, retain and motivate employees. To ensure that the PMS is effective and that it engenders the desired behavior, it is essential to ensure that the rewards and strategies are linked to or based on performance. Rewarding performance should be on ongoing managerial activity and not just an annual pay. All the components of PMS should be integrated. The reward and recognition policy is building on the existing tools and policies like PC and SPAS which are operational.

1.5   Fundamental Statement

The rationale of the reward and recognition policy is to establish a basis for rewarding exemplary performance in order to motivate employees to have positive attitude towards work with a view of enhancing productivity in DeKUT. An effective performance rewards framework will expand visibility of high potential employees across the organizations and enhance leadership growth, improve motivation and employee productivity.

Vision

"To be a premier technological University excelling in quality education, research, and technology transfer for national development.

Mission Statement

"To provide an academically, stimulating, diverse and quality learning environment that engenders research, innovation and technology development towards producing leaders to contribute to attainment of national development goals."

Philosophy

Dedan Kimathi University of Technology is founded on the belief that self-actualization, and solutions to global challenges are attainable through a spirit of dedication, self-confidence, determination, and best utilization of resources. The institution also believes in being globally competitive through the employment of global competencies. To actualize its beliefs and goals, the University is committed to investing in her staff, facilities and systems to ensure an internationally excellent environment for education and for the furtherance of her aims and objectives. The ultimate goal of this philosophy is to mould Dedan Kimathi University of Technology into an institution known for world class research, academic excellence, an exceptional staff and students, and one that harbors the highest level of innovation, creativity, scholarship and enterprises.

Motto

Better Life through Technology

Core Values

- Innovation
- Scholarship
- Diversity
- Integrity
- Teamwork

Strategic Objectives

i. To produce quality graduates in line with the University's mandate.
ii. To generate research and innovations outputs with impact on the national development goals.
iii. Transfer and commercialize technology from the University and other international institutions to the benefit of the students, University, industry and community
iv. To mobilize financial resources to support University mandate

1.6 Policy Statement

DeKUT shall recognize and reward employees who make exceptional contribution that supports the Mission, Vision and Values of the University.

1.7 Scope

The reward and recognition shall be applicable to all employees of the University.

1.8 Objectives of the Reward and Recognition Policy

i. Establish a basis for rewarding exemplary performance
ii. Link rewards to measurable performance
iii. Motivate faculty and staff for improved productivity
iv. Encourage competitiveness in service delivery
v. Promote innovation and creativity in service delivery

vi. Recognize and promote positive staff contributions that support individual, team, department, faculty and/or University vision, mission, philosophy and strategic objectives.

1.9 Guiding Principles

i. Heads of Departments must remain aware of contributions made by all their employees so that they can identify where applicable for awards as may be appropriate.

ii. Assessment of the contributions made by employees shall be based on University objectives and activities that contribute to the future success of the institution.

iii. The criteria for assessing contribution must be applied fairly and consistently.

iv. Continuous monitoring of work performance throughout the year for staff.

v. Judgment for awards will be based on objective evidence of the contribution made.

vi. Decisions shall be based solely on the assessment of contribution, irrespective of other factors, including employment status, funding sources, working hours and personal circumstances.

vii. Annual review/appraisal processes and records may be used to inform contribution of reward application process.

viii. Procedure for the consideration of rewards must be fair, transparent and consistent with the University's policies.

ix. Care shall be taken in communication and distribution of rewards so that they are not viewed as entitlements.

x. Rewards may be designed to reflect the unique nature of the department's work culture and organizational structure.

xi.   Rewards shall not be substituted for competitive merit pay systems like entitlements supplies, support services or training.

1.10   Responsibilities

The Vice Chancellor shall be responsible for implementation of this policy.

1.11   Budget

The University Council will determine an annual allocation for rewards in the Budget.

1.12   Legal Framework

This Reward and Recognition Policy shall be read subject to the Universities Act, 2012 and DeKUT Statutes in conjunction with the following documents:

    i.   Constitution of Kenya, 2010

    ii.   Reward and recognition framework in public service

    iii.   DeKUT ICT policy

    iv.   DeKUT Terms and Conditions of Service

    v.   Code of Conduct

    vi.   DeKUT intellectual property (I.P) policy

    vii.   DeKUT Career Progression Guidelines

1.13   Administration of The Policy

  i.   The Policy shall be administered by the Staff Prize, Awards, Rewards and Recognition Committee of the University as provided for in Schedule III of the University Statutes.

  ii.   The Committee, which is a University Management Board Committee comprises of the following:

       1.   Deputy Vice-Chancellors (AA&R) - Chairperson

       2.   Deputy Vice-Chancellors

       3.   Director of Students' Welfare

       4.   Deans and Directors of Schools and Institutes

       5.   All Registrars

6.   Public Relations Officer - In attendance

7.   Registrar (AA&R) - Secretariat

1.14 Terms of Reference

The terms of references provided in Schedule III of the Statutes for the Staff Prizes, Awards, Rewards and Recognition are as follows;

   i.   To develop and periodically review a policy on staff prizes, rewards, awards and recognitions.
  ii.   To propose the annual schedule of targets and rewards for Senate approval
 iii.   To determine the categories of prizes, rewards, awards and recognitions to promote the attainment of the University's vision, mission, philosophy, values and motto, and the Constitution of Kenya 2010 stipulations on integrity, and realization of the Strategic Plans.
  iv.   To develop and regularly review the criteria for various prizes, awards and recognitions.
   v.   To integrate the rewards system into the teaching, research, innovation and community linkages agenda and performance targets in order to enhance the University's performance and global standing, so that the rewards may be applied to further research work, or innovation development.
  vi.   To identify the staff members to receive recognitions, awards and prizes every year.
 vii.   To organize the staff prizes, awards, and recognitions ceremony.
viii.   To publish the roll of recipients of prizes, awards and recognitions and maintain a record for future reference.

Note: The proposals and reports of the committee will be submitted to the University Management Board for approval.

1.15 Reward Period

The reward shall be done annually based on the availability of funds.

1.16 Communication

The communication shall be done to the affected staff member by the Vice Chancellor.

1.17 Appeals

The Committee shall ensure proper due diligence is done on the nominees so that the decisions made are final.

1.18 Types of Awards and Categories

1.18.1   Types of Rewards

The staff members will be eligible for the following awards.

Non-monetary Items	Monetary Items	Others
▪ Trophies ▪ Medals ▪ Plaques ▪ Souvenirs	▪ Gift/Cash vouchers ▪ Paid tour ▪ Sponsorship to Scholarly events ▪ Training workshop/seminar ▪ Self-improvement course ▪ Tuition incentive program	▪ Recommendations letters ▪ Recognition Certificates ▪ DeKUT's Roll of honors

Note: The categories of the award will be reviewed annually by the Committee to ensure it remain relevant to the contemporary issues and the focus of the University.

1.19 Policy Implementation

1.19.1   Implementation Date

This Policy takes effect on the date it is approved by the University Council

1.20 Review

The Policy will be reviewed after every three (3) years or earlier as need arises with an aim to enhance efficient delivery of services.