



KMTC is ISO 9001:2015 Certified

# Kenya Medical Training College



**REWARD AND RECOGNITION  
POLICY**

**MAY 2019**

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## PREFACE

On behalf of the Kenya Medical Training College (KMTc) Board of Directors, I am delighted to approve this Policy for use by Management. The KMTc Board is determined to improve access to and equity of quality medical training and to ensure that the institution plays its role in the realization of Sustainable Development Goals (SDGs), Vision 2030, health sector policies and the government agenda on the “Big Four”. The Board continues to realize the set milestones which contribute to improving the quality and quantity of essential health care providers. Inadequate numbers of skilled care providers have had a negative impact on efforts to expand access and improve the quality of health services. This situation is compounded by continued high prevalence of communicable and non-communicable diseases in the country.

Towards this end, the KMTc Board of Directors under my leadership is determined to critically address the task of defining long-term strategies for addressing the constraints to training and development of quality health care providers through:

- i. Improved policy and corporate governance for enhancing accountability and decision making.
- ii. Enhanced access, quality, relevance and equity in medical training.
- iii. Prudent resource utilization and good infrastructural management.
- iv. Increased visibility of Kenya Medical Training College nationally and internationally as a premier institution focusing on training, research and consultancy.
- v. Improved resource base, partnership and linkages.

In response to the 2010 Constitutional agenda, the Board will continue to direct efforts at advancing community – oriented programs that respond positively to the country’s social and economic development agenda. This Policy therefore provides an analysis of the internal and external environment, and makes strong statement on the role KMTc will play in supporting the Government to realize sustainable growth in the health sector. The Board is dedicated to offer oversight on the operations and management of the College to ensure sustainable delivery of health coverage in the country and beyond.

I believe successful implementation of the Policy will be realized through total commitment of the entire staff, students and other key stakeholders.



**Prof. Philip Kaloki, MBS,**

**Chairperson, KMTc Board of Directors.**

## FOREWORD

Service is recognized as the major drive of an institution to realize its mission, vision and achieve its objectives as projected in the strategic plan. An employee in service deserves the best of everything such as competitive salary, job security, career enhancement and work life balance. In a vast growing College such as KMTC, workforce is an important asset whose needs must be met and recognized to enhance performance. The College recognises that employees are key in the achievement of set goals and objectives.

The College therefore has established institutionalised robust practices and effective processes in recognising excellence and positively impacting employee perception in rewards and recognition in order to learn from especially, areas of performance management. This Policy creates a centralised system and provides clear guidelines in rewarding excellence and sanctioning poor performance in the College. The Policy aims at rewarding employees based on competitive, transparent, fair and merit-based criteria.

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



**Prof. Michael Kiptoo,**

**Chief Executive Officer.**

## **VISION**

A model institution in the training and development of competent health professionals

## **MISSION**

To produce competent health professionals through training and research, and provide consultancy services

## **CORE VALUES**

Accountability

Integrity

Responsiveness

Equity

Teamwork

Professionalism

Creativity and innovation

## DEFINITION OF TERMS

The terms in subsequent sub-paragraphs will have meaning specially assigned to them as follows:

<b>Training:</b>	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.
<b>Training Needs Assessment (TNA):</b>	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.
<b>Career:</b>	An employee's line of work or service involving continuity over a long period of his working life.
<b>Employee:</b>	A person in the employment of the Kenya Medical Training College.
<b>Reward system:</b>	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.
<b>Workplace:</b>	Occupational settings, stations and places where workers spend time for gainful employment.
<b>Incentive:</b>	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 College.
<b>Reward management:</b>	The design, implementation, maintenance, communication and evaluation of reward processes which help organizations to improve performance and achieve their objectives.

## 1.0 OVERVIEW

### 1.1 Preamble

The Policy creates a centralized system with clear criteria for rewarding excellent performance and sanctioning poor performance in the College. It is envisaged that successful implementation of the Policy will serve to encourage excellence, recognize meritocracy, and address the issue of poor performance for a high performing institution.

The reward program is aimed at motivating employees to change work habits and key behaviours to benefit the College. The reward system is distinct from the merit pay system. The Rewards emphasize excellence or achievement rather than basic competence. This Policy aims to reward employees based on competitive, transparent, fair and merit-based criteria. Employee recognition is a communication tool that reinforces and rewards performance. Workplace communication that is personalized shall be highly valued.

It is based on the fact that staff performs better when they are rewarded for the performance on being recognized and valued for individual contribution. It is meant to shape and motivate behaviour, drive results as well as reinforce the importance of critical skills.

The Policy is intended to reduce the dissatisfaction of the employees that arises from feeling of real or perceived inequality on remuneration and to develop a culture of high performance.

This Policy shall ensure that the cost of remuneration package paid to employees is controlled and does not include open-ended liabilities; where the cost of a benefit is determined either by levels of utilization or by external factors. Rewards may vary from year to year depending on exercise patterns, the impact on College performance and other external factors.

The Reward, Recognition and Sanctions Policy shall conform in all material respect to best practice guidelines and as available in the public service. Individual goals alignment with the College is critical. That means, even though the College has the desire to recognize top performers, those who recognize and applaud them need to know how to do so. Sincerity is of paramount importance, since insincere praise can be counter-productive.

### 1.2 Policy Statement

KMTC shall recognize and reward employees who make exceptional contribution that supports the Mission, Vision and Values of the College. Nomination for rewards may be made by managers, staff, individual employees for self-nominations, team of employees nominating themselves and other stakeholders.

### 1.3 Scope and purpose

The Rewards, Recognition and Sanctions Policy shall be applicable to all employees of the College.

### 1.4 Objectives of the Reward, Recognition and Sanctions Policy

The objectives of the Reward, Recognition and Sanctions Policy are:

- i. Establish a basis for rewarding exemplary performance
- ii. Link rewards and sanctions 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 College goals and objectives.

## 1.5 Guiding Principles

This Policy will reflect the following principles:

- i. Managers must remain aware of contributions made by all their employees so that they can identify where applications for awards under this Policy may be appropriate.
- ii. Assessment of the contributions made by employees will be based on College 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. Judgment for awards will be based on objective evidence of the contribution made.
- v. Decisions taken shall be based solely on the assessment of contribution, irrespective of irrelevant factors, including employment status, funding sources, working hours and personal circumstances.
- vi. Annual review/appraisal processes and records may be used to inform contribution of reward application process, by agreement.
- vii. Procedure for the consideration of rewards must be fairly, transparently and consistently applied with regard to the College's equality and diversity policies.
- viii. Application of the Policy will be vigorously and responsibly monitored annually, or more often as agreed, to ensure it is being managed effectively and consistently.
- ix. The need for effective financial management of the College's total pay bill will inform all activities of the Reward, Recognition and Sanctions Policy and approach, and will make the most effective use of resources.
- x. Care shall be taken in communication and distribution of rewards so that they are not viewed as entitlements.
- xi. The rewards shall be selected to reflect the employee's interests.
- xii. Rewards may be designed to reflect the unique nature of the unit's work culture and organizational structure.
- xiii. Rewards shall not be substituted for competitive merit pay systems i.e entitlements supplies, support services or training.
- xiv. Rewards are not adjustments to basic salary, supplemental compensation, or variable pay programs.

## 1.6 Responsibilities

The CEO shall be responsible for implementation of this Policy and may delegate to any staff or Panel of the College.

## 1.7 Budget

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

## 1.8 Related Resources

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

- i. KMTC Terms and Conditions of Service
- ii. Code of Conduct
- iii. KMTC Career Progression Guidelines

## 2.0 ADMINISTRATION OF THE POLICY

- i. The Policy shall be administered by the Rewards, Recognition and Sanctions Panel of the College who shall determine the categories of prizes, rewards, awards, recognitions and sanctions to promote attainment of the College's Vision, Mission, Values and Motto.
- ii. The Rewards, Recognition and Sanction Panel shall comprise of:
  - a. Chief Executive Officer - Chairperson.
  - b. Corporation Secretary.
  - c. Deputy Directors.
  - d. Supervisors who have knowledge of the areas of work being described in the cases.
  - e. At least one Union nominee
  - f. Human Resources Manager- secretariat.
  - g. The Panel will integrate the rewards system into the teaching, research, innovation and community linkages agenda and performance targets in order to enhance the College's performance and global standing, so that the rewards are applied to further research work, or innovation development.

## 2.1 Role and Responsibilities of the Panel

- (i) Maintains a register of submitted innovation/documents.
- (ii) Checks whether the submissions are within the scope of the Policy liaising with functional heads as per performance programme Policy.
- (iii) Liaise with Heads of Department within the designated timeframes.
- (iv) Convene and minute meetings of the evaluation group.
- (v) Provide meaningful feedback to those who have submitted their suggestions, those out of the scope and cannot be approved
- (vi) Advice on financial implications.
- (vii) Liaises with Corporate Communications to ensure publicity of the Policy activities.
- (viii) Review the Policy annually and prepare the report for Board of Directors.

## 2.2 Award Submission

In determining the employees awards, the Panel shall be provided with the following information before its deliberations:

- (i) Nominations name, E-mail/Address and Telephone numbers.
- (ii) Position, title and grade of the nominee.
- (iii) The Department and Section to which the nominee is assigned.
- (iv) Narrative justification.

## 2.3 Application, Nomination and Selection Process

- i. The College is contingent on the employee's demonstration on outstanding performance that benefits the institution in various areas. Nomination for each award should provide specific information about the individual or team contributions, goal accomplishments or targets met or exceeded. The process used should ensure consistency in selection process and in the application of the selection criteria within the division/department.
- ii. Application for a reward will normally be made by a supervisor on behalf of an employee or a team. However, self nomination is permitted, in which case the employee would submit the application to their supervisor, who will be required to verify the factual accuracy of the submission. A team may also nominate themselves and the case should be agreed between the team members being nominated for an award and the application submitted to their line supervisor for verification. In addition, staff or other stakeholders such as students can nominate any staff or their supervisor within their office/faculty.
- iii. An application must contain as much specific and relevant detail as possible in support of the case. This will include evidence of the contribution and an explanation of how this has been of benefit to the College.
- iv. In addition, a copy of the employee's current job description should be included in the application so that the panel can compare what is normally expected of the employee, to the contribution he/she has made over and above that. For team contribution, copies of individual job descriptions may not be necessary if a statement is provided that details the contribution of each team member and confirms that the contribution would not be normally be expected of each team member. In addition, the overall contribution of the team must be explained.
- v. Line supervisors may inform employees of any nominations made in which they are included. However, should a line supervisor not inform an employee of a nomination which is subsequently awarded, the supervisor must inform the employee of both the amount and the ground for the award before it has been processed for payment. In addition, where a supervisor has been asked to support a self-nomination or a team nomination, but does not do so, they must check with the employee or employees whether they still wish the application to be submitted before submitting it.
- vi. Line supervisor will submit applications to their Heads of Department on the reward and recognition nomination form. The Head of Department will consider whether to recommend for award.
- vii. Where a member of the Rewards and Recognition Panel has been nominated for an award, he/she shall not sit in the Panel during their deliberations.

- viii. Sanctions process shall be disciplinary measures in line with the Human Resource Policy and Manual.

## **2.4 Award Period**

The award shall be done annually based on the availability of funds. Nomination forms should be received by the Reward, Recognition and Sanctions Panel within 90 days before the reward ceremony.

## **3.0 AWARD ELIGIBILITY**

The awards may be granted for outstanding contribution to the College but limited to the following: -

- i. Accomplishment of assigned duties in such a manner to have been clearly exceptional among all other employees who have performed similar assignments;
- ii. Deployment or improvement of methods and procedures or inventions which accomplish extraordinary outputs in advancement of the College operations;
- iii. Research and innovation which maybe beyond the call of duty related as in performance of assigned duties which result in direct benefit to the College;
- iv. Other exemplary performance related to official employment comparable to the above deemed by the Board of Directors to warrant the College highest honorary recognition nationally or globally;
- v. Accomplishing assigned duties in an exemplary manner setting a record of individual achievement and inspiring others to improve the quality and quantity of their work performance;
- vi. Exercising unusual initiative in devising new or a unique work method and procedures that result in substantial saving in manpower, time, space, materials or other items of expense or improving safety, academic, or health of employees;
- vii. Outstanding achievement in improving morale of workers in our organization in relation to performance improvement;
- viii. Demonstrating unusual courage or competence in an emergency while performing assigned duties;
- ix. Superior performance;
- x. Innovative improvement;
- xi. Humanitarian service;
- xii. Team work with other employees;
- xiii. Performance of an act or a service that reflects positively on the College image;
- xiv. To be restricted to those in regular establishment.

Recommendation for the awards must be submitted within 90 days of the achievement or period of time frame being cited.

### **3.1 Communication**

Once the Panel has made their decision, communication should be done to the affected staff and their line supervisors as soon as possible.

### **3.2 Appeals**

There is no right to appeal against the Panel's decision for any type of reward.

## **4.0 TYPES OF AWARDS AND CATEGORIES**

### **4.1 Types of Awards**

- i. Trophies
- ii. Cash vouchers
- iii. Promotions/advancements
- iv. 13<sup>th</sup> month basic salary
- v. Bonuses
- vi. Sponsorship to scholarly event
- vii. Day care facilities
- viii. Gift vouchers
- ix. Medals
- x. Plaques
- xi. Incremental credits
- xii. Souvenirs
- xiii. Sharing of surplus/profits
- xiv. Finder fees
- xv. Vacation incentives
- xvi. Party/picnic/tour
- xvii. Self-improvement course/tuition incentive program
- xviii. Pay-offs
- xix. Commendation letters
- xx. Recognition certificates
- xxi. To appear on Roll of Honor.
- xxii. Any other form of award as may be considered appropriate by the Panel.

## 4.2 Categories of Awards

### A. ACADEMICS CATEGORY

#### i. Research Award

##### a) Eligibility

Research conducted within preceding three (3) years and published in peer reviewed journal(s). Consideration will be given to the following: -

- Most recent published article(s)
- Number of articles published
- Category/tier of Journal where article(s) was published.

##### b) Type of award

- Position one – cash voucher of Kshs. 100,000, sponsorship to scholarly event and commendation letter signed by the CEO.
- Position two – cash voucher of Kshs. 60,000 and commendation letter signed by the CEO.
- Position three – cash voucher of Kshs. 30,000 and commendation letter signed by the CEO.

#### ii. Innovation/Creativity Award

##### a) Eligibility

- One-time innovation or creation that results in time/savings or benefits, or ongoing innovative/creative activities that benefit College systems, protocols, and procedures.
- The development of a new idea, or improvement on an existing idea, that results in savings to the College.
- An initiative, e.g. as amplification of procedures, that result in increased productivity, efficiency or cost containment.
- Taking a proactive and innovative approach towards finding solutions to business and workplace challenges.

##### b) Type of award

- Position one - cash voucher of Kshs. 50,000 and a commendation letter signed by the CEO.
- Position two – cash voucher of Kshs. 30,000 and a commendation letter signed by the CEO.
- Position three – cash voucher of Kshs 20,000 and a commendation letter signed by the CEO.

### iii. **New Academic Programmes Award**

#### a) **Eligibility**

Campus and/or department with the highest number of programmes introduced during the period under review.

#### b) **Type of award**

- Position one - trophy and certificate of recognition signed by the Chairperson, KMTC Board of Directors.
- Position two – trophy (small size) and certificate of recognition signed by the Chairperson, KMTC Board of Directors.
- Position three - certificate of recognition signed by the Chairperson, KMTC Board of Directors.

### iv. **Student Admission Award**

#### a) **Eligibility**

Campuses with the highest number of students admitted out of own initiative.

#### b) **Type of award**

- Position one – Campus trophy and certificate of recognition signed by the Chairperson, KMTC Board of Directors. Admission Desk Officer may be awarded Kshs. 30,000 and/or certificate of recognition signed by the CEO.
- Position two – Campus trophy (small) and certificate of recognition signed by the Chairperson, KMTC Board of Directors. Desk Officer may be awarded Kshs. 20,000 and/or certificate of recognition signed by the CEO.
- Position three - Campus certificate of recognition signed by the Chairperson, KMTC Board of Directors. Desk Officer may be awarded Kshs. 10,000 and/or certificate of recognition signed by the CEO.

### v. **Departmental Academic Performance in Final Qualifying Examinations (FQEs) Award**

#### a) **Eligibility**

Top three campuses in FQE in each department.

#### b) **Type of award**

- Number one - trophy and certificate of recognition signed by the CEO.
- Number two – trophy (small size) and certificate of recognition signed by the CEO.
- Number three - certificate of recognition signed by the CEO.

## **B. GOVERNANCE CATEGORY**

### **i. Campus Award for Exemplary Performance**

#### **a) Eligibility**

To be awarded to top three Campuses based on the following assessment criteria: -

- Grounds maintenance (plumbing works, hostels, living conditions)
- Campus hygiene
- Campus corporate branding
- Campus corporate image
- Customer care and reception area services
- Proper signage

#### **b) Type of award**

- Position one – trophy and certificate of recognition signed by the Chairman, KMTC Board of Directors. To appear on Roll of Honor for the year.
- Position two – trophy (small size) and certificate of recognition signed by the Chairman, KMTC Board of Directors.
- Position three – trophy (smaller size) and certificate of recognition signed by the Chairman, KMTC Board of Directors.

### **ii) Leadership Award**

#### **a) Eligibility**

- Employee who demonstrates resourcefulness and dedication; professionalism and technical skills; exceptional ability to standards; involved in continuing education.
- Exemplary leadership resulting in noteworthy accomplishments, e.g. enhancement of student/lecturer relationships, productivity, prudent resource utilization.
- Nominations to be done by the Board of Directors.

#### **b) Type of award**

- Trophy, 13<sup>th</sup> month salary, certificate of recognition signed by the Chairperson, KMTC Board of Directors. To appear on Roll of Honor for the year.

### **iii) Principal of the Year Award**

#### **a) Eligibility**

Principal who attains excellent performance based on:-

- Financial performance - collection of revenue, , prudence in application of resources, debt ratio, growth in revenue, audit, use and absorption of funds.



- Non - financial performance - academics, growth and innovation, Corporate Social Responsibility (CSR), stakeholder management/engagement, customer care, internal business processes, teaching and learning.

**b) Type of Award**

13<sup>th</sup> month salary, certificate of recognition signed by the Chairperson, KMTC Board of Directors. To appear on Roll of Honor for the year.

**C. ADMINISTRATION CATEGORY**

**i. Long Service with Exemplary Performance Award**

**a) Eligibility**

Faculty and staff with at least twenty five (25) years exemplary, exceptional and sustained service to the College.

**b) Type of award**

- Position one – cash voucher of Kshs 120,000, certificate of recognition and letter of commendation signed by the Chief Executive Officer (CEO).
- Position two – cash voucher of Kshs. 100, 000 and certificate of recognition signed by the CEO.
- Position three – cash voucher of Kshs. 80, 000 and letter of commendation signed by the CEO.

**ii. Employee/Team of the Year Award**

**a) Eligibility**

- Faculty and staff with exceptional contribution to College's Mission, Vision and Core Values, during the year under review.
- Faculty and staff who have demonstrated and sustained outstanding performance that consistently exceeds set goals/targets and job expectations in quantity and quality.

**b) Type of award**

- Position one – 13<sup>th</sup> month salary, certificate of recognition and letter of commendation signed by the Chief Executive Officer (CEO). To appear on Roll of Honor for the year.
- Position two – certificate of recognition and letter of commendation signed by the CEO.
- Position three – certificate of recognition signed by the CEO.

**iii. Safety Award**

**a) Eligibility**

Employee or a group of employees who commits to safety measures, files no incident or accident reports over a given period of time, such as a year under review.

**b) Type of award**

- Position one – trophy and certificate of recognition signed by the Chief Executive Officer (CEO).
- Position two – certificate of recognition and letter of commendation signed by the CEO.
- Position three - letter of commendation signed by the CEO.

**iii) Resource Mobilization Award**

**a) Eligibility**

To be awarded to top three campuses with excellent performance in size, property and amount of resources mobilized and utilized, within the period under review.

**b) Type of Award**

- Position one - trophy and certificate of recognition signed by the Chairperson, KMTC Board of Directors. To appear on Roll of Honor for the year.
- Position two - trophy and certificate of recognition signed by the Chairperson, KMTC Board of Directors.
- Position three – trophy and certificate of recognition signed by the Chairperson, KMTC Board of Directors.

**iv) Managerial Award for excellent performance**

**a) Eligibility**

To be awarded to staff in Management who attain “Excellent” and “Very Good” performance and/or merit promotion in line with the requirements of the schemes of service. The CEO, Deputy Directors, Corporation Secretary, Managers, Principals and Deputy Principals are eligible for this award.

Nominations to be done by the Board of Directors.

**b) Type of Award**

A 13<sup>th</sup> month basic salary and trophy and certificate of recognition signed by the Chairperson, KMTC Board of Directors.

**D. ALUMNI CATEGORY**

- a) Eligibility** – alumnus who have made the greatest contribution to the College in terms of resource mobilization, creating opportunities for student placement, sponsorship, networking and fostering interactions.

**b) Type of award –**

- Position one – trophy and certificate of recognition signed by the CEO.
- Position two – trophy (small size) and letter of commendation signed by the CEO.
- Position three – plaque and letter of commendation signed by the CEO.

## **E. SPECIAL RECOGNITION CATEGORY**

- a) **Eligibility** – Exemplary performance that meets and/ or exceeds performance contract targets.
- b) **Type of Award** - Trophy and certificate of recognition and/or commendation letter to be signed by the Chairperson, KMTC Board of Directors.

## **5.0 SANCTIONS**

The sanctions under this Policy are purely for poor performance. However, the Policy recognizes that poor performance may sometimes be attributed to exogenous factors. In addition, disciplinary related sanctions will be administered according to the laid down disciplinary procedures.

Sanctions which may be issued include:

- a) Warning Letter
- b) Demotions: this is movement of an employee from one job grade to a lower job grade. Demotion also means that an employee is reassigned a position with a salary range that is lower than the salary range of his/her former position.
- c) Suspension from duty.
- d) Interdiction from duty.
- e) Surcharge.
- f) Withdrawal / stoppage of annual increment.
- g) Option of re-designation.
- h) Retirement on public interest

## **6.0 POLICY IMPLEMENTATION**

### **6.1 Implementation Date**

This Policy takes effect on the date it is approved by the KMTC Board of Directors.

### **6.2 Monitoring and Evaluation**

- i. The College shall conduct monitoring and evaluation of the effectiveness of this Policy in line with the Monitoring, Evaluation and Reporting framework.
- ii. The College shall:
  - a. Develop and maintain strategies and mechanisms for monitoring and evaluation of this Policy.
  - b. Undertake regular check on implementation of the Policy.
  - c. Carry out annual evaluation on the implementation of the Policy.

- d. Use the information for planning and management.
- e. Propose potential areas for review.

### **6.3 Review**

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

## APPROVAL

**Title** : Reward and Recognition Policy

**Contact** : Deputy Director Finance and Administration

**Approval Authority** : The Board of Directors

**Commencement Date** : May 2019

### SIGNED



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**Prof. Philip Kaloki, MBS,**  
**Chairperson, KMTC Board of Directors**

15th May 2019

**Date**



KMTC is ISO 9001:2015 Certified.

**Kenya Medical Training College**


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