



**JARAMOGI OGINGA ODINGA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

REWARDS AND SANCTIONS POLICY

MARCH, 2024

Rewards and Sanctions Policy

JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Rewards and Sanctions Policy

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Rewards and Sanctions Policy

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ABBREVIATIONS AND ACRONYMS

DVC (PAF) Deputy Vice Chancellor (Planning, Administration and Finance)

JOOUST Jaramogi Oginga Odinga University of Science and Technology

R(PA) Registrar Planning and Administration

UMB University Management Board

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DEFINITION OF TERMS

Department:	Means all service-based units in the University structure.
Recognition:	Means identification of someone for previous acts, encounters or knowledge.
Reward:	Means something given in recognition of service, effort or achievement.
Sanctions:	A threatened penalty for disobeying law or rule.
Staff:	Means all employees of the University who are on permanent /contract employment and academic staff, professional and non-academic or support.
University:	Refers to Jaramogi Oginga Odinga University of Science and Technology

Rewards and Sanctions Policy

1.0 Introduction

This policy provides clear guidelines for efficient management of reward and sanctions in the University. It will ensure the University staff are encouraged, motivated, recognized and rewarded for excellent and outstanding performance and behavior that significantly contribute to the overall performance of the institution. In addition it provides a framework for administering sanctions for poor performance by employees.

1.1 Mission

To provide transformative university education through integrated quality training, research and community engagement for sustainable development.

1.2 Vision

A beacon of excellence in University Education, Research and Community Engagement

1.3 Core Values

- Customer focus
- Impartiality
- Professionalism
- Responsiveness
- Integrity
- Meritocracy

1.4 Motto

Oasis of Knowledge

1.5 Philosophy

The University is anchored on the philosophy of holistic approach to the service of humanity and other related areas of scholarship mediated through wisdom, science and technology.

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2.0 The Policy

2.1 Purpose

To encourage, motivate, recognize and reward excellent and outstanding performance and behavior of individual employees and teams that significantly contribute to the overall performance of the institution as well as to sanction employees for poor performance.

2.2 Policy Statement

The Rewards and Sanctions Policy guides in appreciation of University employees or teams that have made exceptional contribution to the attainment of the goals and objectives of the institution and sanction poor performance.

2.3 Scope

This policy applies to all employees at the University.

2.4 Objectives

The objectives are:-

- a) To ensure retention of high performing staff as provided in the Terms and Conditions of employment
- b) To encourage greater teamwork, cooperation and pride in the institution
- c) To promote creativity, innovative thinking and initiative
- d) To motivate employees for improved productivity
- e) To support the building of a performance based culture
- f) To link rewards and sanctions to measurable performance

2.5 Guiding Principles

The key principles for this Policy are:-

- a) Establish guidelines for setting realistic and measurable standards of performance and for supporting employees to achieve the standards.

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- b) Provide a continuous and ongoing process, through frequent and timely feedback to staff.
- c) Carry out the reward process in a fair, transparent and accountable manner.
- d) Reward and sanctions should be timely and appropriate to the achievements.
- e) Reward and sanctions should be meaningful and valued by the recipient.
- f) Employees with exceptional and sustained excellence and/or single exceptional contribution will be eligible for reward.
- g) All rewards and sanctions programmes will be communicated to employees through the Registrar (PA).
- h) Employees serving a notice of termination of service or disciplinary period will not be eligible for reward.
- i) Administration of sanctions should be guided by the principle of natural justice.
- j) An employee has the right to appeal against unsatisfactory sanction or reward.

2.6 Types of Rewards

The categories of rewards are as follows:-

2.6.1. Performance Based Rewards

- a) Performance Based reward is aimed at rewarding consistent high performance and potential employees based on their performance evaluation results.
- b) Each employee in consultation with their Head of Department is required to set performance targets at the beginning of the financial year based on the Departmental objectives which should be in line with the Strategic plan.
- c) A consistent high performance rating score for the last two consecutive years shall be used to determine the eligible recipients.

2.6.2 Long Service Awards

- a) The objective of granting Long Service Awards is to boost employee morale and to recognize long and diligent service.

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- b) In this regard, employees who have completed 10 years of service and above and do not have existing /pending disciplinary action may be granted a commendation certificate and monetary token.
- c) Long Service Awards may be awarded every year.
- d) Determination of the period of service will be the date of engagement in the University.
- e) Where an employee separates from the University and is re-engaged, the date of re-engagement shall apply.

2.6.3 Vice Chancellor's Award

- a) This award serves to recognize deserving employees for outstanding and /or exemplary act(s) in areas such as creativity, innovativeness, courage, personal sacrifice and leadership that results in a positive image of the University, cost saving or process efficiencies.
- b) Eligible employees will be selected in accordance with the laid down procedure.
- c) Will be given to staff who excel in proposal writing that wins a substantial amount of funding.
- d) Will be given to staff with the highest number of publications in peer reviewed journal in any one given year.
- e) Will be given to staff who develop market driven programs.

2.6.4 Employee of the Year Award

This will be an overall staff award of the best performing as specified in the three (3) categories below:

- a) Teaching/training
- b) Research
- c) Community Service

All Divisions will be eligible to nominate an award winner in any of the categories.

There will be an overall employee of the year award for the most outstanding of the categories above.

2.6.5 Nomination process

Every member of staff is free to nominate a colleague or themselves for an award within his/her category. The process to follow is:-

- a) Complete the nomination form.
- b) Indicate the category of award/reward you are nominating your colleague or yourself for.
- c) Explain what the nominated staff has done to deserve the nomination and must give specific example.
- d) Submit the form to the Registrar (PA).

To ensure transparency and enhance departmental participation the following has been put in place:-

- a) The R(PA) Office will assist in collecting the nomination forms.
- b) Standard parameters against each nominee will be evaluated.
- c) The Reward and Sanctions Committee will receive, review and validate all the nomination forms.
- d) The Committee will consider and recommend the award winners to the University Management Board.

2.6.6 Modes of Rewards and Recognition

The following modes of rewards will be considered:

2.6.7 Monetary

- i) One incremental credit where a member of staff has not reached the top notch of their current salary scale
- ii) Promotions
- iii) Gift voucher
- iv) Vice-Chancellor's Award (Honorarium)
- v) Bonus payments
- vi) Contract renewal

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2.6.8 Non-monetary

- i) Commendation letters/certificates
- ii) Feature in the University Magazine/Newsletter
- iii) Job enrichment
- iv) Time-off
- v) Public announcements e.g. during graduation ceremony
- vi) Lunch with Senior Management

And any other reward that the University Management Board may deem fit from time to time.

2.6.9 Sanctions

The sanctions under this framework 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. The sanctions include:

- a) Placement on performance improvement plan to attain higher performance for “good” performance.
- b) Placement on performance improvement plan, warning and separation for “fair” performance.
- c) Warning, separation and non-renewal of service or employment contract for “poor” performance.

3.0 Administration

3.1 Roles and Responsibilities

3.1.2 University Management Board (UMB) shall:

- a) Review and approve recommendations from Rewards and Sanctions Committee.
- b) Ensure that the Reward and Sanctions policy is implemented.
- c) Receive and consider reports from the Rewards and Sanctions Committee and make appropriate recommendation to the Council for approval.

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3.1.3 Rewards and Sanctions Committee will:

- a) Consider and recommend nominees for the award to the University Management Board.
- b) Review Rewards and Sanctions programmes annually.

The Reward and Sanctions committee shall be chaired by the Deputy Vice Chancellor (Planning, Administration and Finance) and will consist of two members of UMB, two Senate representatives, two Heads of Departments and the Head of Human Resources will be the Secretary.

3.2 Implementation

Implementation of this policy shall be vested in the office of the Deputy Vice Chancellor (PAF) who will ensure the monitoring, evaluation and reporting.

4.0 Review Date

The Policy shall be reviewed after every four (4) years and/or may be advised by the University Council on need basis.