



REPUBLIC OF KENYA



Centre for Mathematics,
Science and Technology
Education in Africa
(CEMASTE)

General Operating Procedures

HUMAN RESOURCE MANAGEMENT PROCEDURES MANUAL

	Signature	Date
Prepared by: Head of Department		16/09/2026
Controlled by: Management Representative		05/10/2026
Approved by : The Chief Executive Officer		05/10/2026

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GENERAL

Staff at CEMASTEА are employed by three distinct entities: The Ministry of Education, the Teachers Service Commission, and the CEMASTEА Board of Management. Recruitment of BOG staff follows the method laid out below, whereas recruitment for TSC and MOE staff will follow their recruitment processes set standards.

1.0 Purpose

The purpose of this procedure is to ensure that the Human Resource Management Department's activities are carried out effectively in order to provide sufficient, qualified personnel and a conducive working environment in accordance with ISO 9001:2015 and the CEMASTEА quality manual.

2.0 Scope

This procedure applies to all activities of Human Resource Management in CEMASTEА and covers the planning, organisation, and control of the human resource management process.

3.0 References

- i. CEMASTEА Quality Manual
- ii. ISO 9001:2015 International Standard

4.0 Definitions of terms, Abbreviations and Acronyms

In addition to the relevant common definitions of terms provided in ISO 9000, the specific definitions, abbreviations, and acronyms listed below shall apply:

PC- Performance Contracts.

DoS- Deans of Sections.

HRM- Human Resource Management.

DOSH - Directorate of Safety and Health.

BOM - Board of Management.

HRO – Human Resource Officer.

TSC- Teachers Service Commission

MOE- Ministry of Education.

Recruitment- The process of finding candidates for an organization's open positions.

Placement - act of matching a person with a job

Induction - formal integration of a person appointed to an office

Medical scheme – A set of defined benefits to ensure members have access to certain minimum health services

Performance – Execution of duty

Appraisal – Assessment of the value of performance

Accident – An unexpected event with negative consequences

Knowledge management is the process of capturing, developing, sharing, and effectively utilizing organizational knowledge in order to use and make it available to those who can use it to positively influence organisational performance.

Organizational knowledge can be obtained through training, literature, employee exit interviews, and skills captured in employees' bio data.

5.0 Principal Responsibility

The Head of Human Resource Management has the direct responsibility for ensuring that this procedure remains adequate for its intended purposes and implementation. All staff in the HRM are responsible for ensuring that this procedure is implemented.

6.0 METHOD

The process maps are as shown as per annex II

6.1 Recruitment

Recruitment of Officers on Permanent and Contract terms of agreement

6.1.1 The Head of HR receives communication from user departments when need arises or when an office falls vacant through labor requisition form.

6.1.2 The Head of HR sends the request to the C.E.O for approval within 2 days after receiving the request.

6.1.3 The Head of HR draws an advert in line with HR Policies and Procedures Manual (2024), and forwards it to the C.E.O for review and approval as per feedback and sentiments within 10 days after the request is drawn.

6.1.4 The Head of HR submits the approved advert and Purchase Requisition to the supply chain management office for procurement within 2 days. *(see Supply Chain Management procedures.)*

6.1.5 The Head of HR receives the application letters till the expiry of the advertising deadline.

6.1.6 The Head of HR shall prepare and maintain summary of all applications.

6.1.8 The Head of HR recommends to the C.E.O. a list of recruitment panelists for approval for positions in CEM 5 to CEM 12. *(Positions in CEM 1 to CEM 4 shall be handled by the CEO and the Board as per the HR policies and procedures manual).*

6.1.9 The Head of HR in liaison with the recruitment panel shortlists the applications as per the basic requirements of the advert, within 21 days from the date of close of the advert.

6.1.10 The Head of HR prepares the interview schedule and communicates to the recruitment panel through the C.E.O. by email within 14 days before the interview.

6.1.11 The Head of HR calls and informs applicants about interview details and mails them the interview invitation letter one week before the interview.

6.1.10 The Head of HR prepares a profile of each applicant shall be prepared to include: the name, National Identity number, age, gender, ethnic group, home county, disability status, vacancy number, job group, date of substantive appointment and designation (for serving officers), qualifications and experience.

6.1.12. The head of HR prepares a report for the CEO and Board on the decision of the interview panel with the panel's recommendations.

6.1.13 The Head of HR receives the approval of the recommendations from the CEO and communicates to the successful candidates of their appointment as per the approved recruitment minutes within 14 days after the recruitment process.

Recruitment of short term and temporary staff

6.1.14 The Head of HR receives needs from the user department through a labour requisition form.

6.1.15 The head of department justifies the need for labor and stipulates the period for which labor will be required in the department.

6.1.16 The Head of HR selects qualified candidates from the database of job applications and shares them with the user department for recommendations.

6.1.17 The Head of HR calculates the labour requirements for recommendation by finance and approval by the C.E.O.

6.1.18 The Head of HR contacts the selected candidate.

6.1.19 The Head of HR issues appointment letters to staff serving on a three months' contract period or more as per the Employment Act, Cap 9(i).

Induction

6.1.20 The Head of HR receives new employees from the CEO's office and inducts them as per the CEMASTEIA induction manual.

6.1.21 New employees sign the induction register.

6.1.22 The HRO ensures that the newly appointed officers fill out a personal detail form that is filed in their personal file.

6.1.23 The HRO receives statutory documents (NSSF, SHIF, KRA PIN, and Bank account details) from the new appointees during the orientation process.

6.1.24 The HRO processes personal numbers for the newly appointed employees and introduces them into the payroll system within 24 hours of receipt of the documents.

6.1.25 The HRO coordinates the deployment of the newly appointed officers to their respective departments and advises supervisors to show them their work stations and work plans and continue with the departmental induction process.

6.2 Preparation of payroll

6.2.1 The HRO receives updates from various sources (Sacco, HELB, and Insurance) by the 10th of every month.

6.2.2 The HRO verifies, validates, and implements updates the changes by the 15th of every month.

6.2.3 The HRO prepares prints and submits the updated payroll to finance by the 18th of every month.

6.2.4 The HRO communicates to the Finance & Accounts department on any delay to the payroll.

6.2.5 The HRO prepares the Electronic Funds Transfer Schedule (EFT) and shares it with the finance department for payments by the 21st of every month.

6.2.6 The HRO prepares and submits payments for statutory deductions within the statutory bodies' deadlines, i.e., KRA, SHIF, and NSSF, by the 9th of the following month.

6.3 Processing Leave Applications

6.3.1 The HRO reminds HODs at the start of the year to prepare annual leave rosters for their respective departments during the first month of the leave year. The leave year commences on 1st of July and end on the 30th of June of the following year.

6.3.2 At least two weeks prior to the due date of the leave, the officer must apply for leave in the ERP and submit it to his or her immediate supervisor or head of department for approval.

6.3.3 The HRO evaluates late leave applications based on the urgency and the need of the request before granting approval.

6.3.4 The HRO evaluates and verifies the leave application on the same day the form is received by the department.

6.3.5 The HRO verifies the leave days in the system and approves the leave the same day the leave is received in the department from the staff.

6.3.6 The staff completes the form for the transfer of responsibilities.

6.3.7 The HRO forwards the recommended leave application form to the C.E.O. 's office for approval and notifies the leave applicant via email that their request has been approved.

6.3.8 In the event that the leave is not approved, the HRO communicates with the leave applicant through email.

6.3.9 The officer goes on leave and returns on the specified date; if he or she fails to do so, the HoD shall inform the HRO and the C.E.O. and take appropriate action.

6.4 Capacity Development

6.4.1 The HRO shall ensure that Training Needs Assessment (TNA) is conducted every three years.

6.4.2 HRO receives training needs on emerging issues/ needs from Deans, HoS and Chairs of specialized committees, performance appraisal and professional bodies annually.

6.4.3 The HRO analyses the tasks that the employee handles in order to align the training with the skills needed in the first quarter of the financial year.

6.4.4 The HRO in liaison with HRMAC prepares a training plan taking into consideration the financial resources available in the first quarter of the financial year.

6.4.5 The HRO prepares the training proposal and shares with the C.E.O for approval within a week of receiving a training request.

6.4.6 The HRO communicates with the Deans and Heads of sections and evaluates the effectiveness of the training 6 months after the training.

6.5 Handling Grievances

6.5.1 The HRO receives grievances and records them in the complaint register on the same day.

6.5.2 The HRO shall document confidential grievance in a secure, internal record that is accessible only to authorized personnel.

6.5.3 The HRO handles the grievance within 72 working hours, depending on its nature.

6.5.4 The HRO files a copy of the action taken in the employee's personal file.

6.5.5 The HRO forwards/ refers all matters that require the C.E.O. 's attention.

6.5.6 Communicate to the employee on the decision taken to resolve the grievance within 24 hours of arriving at the decision.

6.6 Performance Appraisal

6.6.1 The HRO receives set targets and performance expectations (work plans) from Deans and Heads of Sections by July 31st, which will be used to measure staff performance.

6.6.2 The HRO coordinates the performance appraisal process on a quarterly basis.

6.6.3 The HRO receives duly completed performance appraisal forms from HoDs and HoS on a quarterly basis.

6.6.4 The HRO, in liaison with Employee Performance Management Committee (EPMC), analyses the performance improvement areas and aligns the training needs with the skills required annually.

6.6.5 The HRO, in liaison with EPMC, coordinates training to address the training gaps identified in the performance evaluation, depending on the availability of training funds.

6.7 Medical and WIBA cover

Medical Cover

6.7.1 The HRO requests a medical insurance service provider through the Supply chain management office three months before the cover expires each year. (*See supply chain management procedures.*)

6.7.2 The HRO prepares the Medical insurance specification and evaluation criteria and submits to the Supply Chain Management Office.

6.7.2 The HRO works with the medical insurance provider to provide staff medical cards/ registration for access to medical services.

6.7.3 The HRO liaises with the supplier to ensure medical talks are held quarterly.

6.7.4 The HRO conducts a satisfaction survey on the quality of the medical insurance quarterly.

WIBA Cover

6.7.5 The HRO requests a WIBA cover through the Supply chain management office three months before the cover's expiration date. (*See procurement procedures.*)

6.7.6. The HRO prepares the WIBA specification and evaluation criteria and submits to the Supply Chain Management Office.

6.7.7 The HRO receives the WIBA policy, which outlines the benefits provided to insured employees in the event of an accidental bodily injury, disablement, or death while on duty.

6.8. Accidents at the Workplace

6.8.1 The HRO receives communication from a member of staff about any accident that occurs at the workplace and informs the insurance company within 24 hrs.

6.8.2 The HRO receives a report from the medical practitioner who attended to the staff through the DOSH (Directorate of Safety and Health) form after the treatment.

6.8.3 The HRO communicates to the CEO via letter the injury report submitted by the medical practitioner who attended to the staff.

6.8.3 The HRO submits the DOSH form to the Ministry of Labor, Department of Safety and Health, which assesses the injury report and computes the compensation package where applicable.

6.8.4 The HRO receives communication of the computation through a letter from Safety and Health officials and informs the insurance company of the assessed injury information report.

6.8.5 The HRO liaises with the insurance company for compensation in the event that the claimant is to be compensated.

6.9 Knowledge Management

6.9.1 The HRO receives a list of staff that needs to undergo training or attend a conference from the Co-ordinator of Field Services one week prior to undertaking or attending a training or conference.

6.9.2 The HRO communicates to staff the need to submit a training report two weeks after the training for sharing with staff through various sources, e.g., sensitization forums, email, meetings, the website, or social networks, for appropriate utilisation.

7.0 Exit from Service

7.1.1 The HRO receives a letter of separation (retirement, resignation, dismissal, or termination) from the CEO's Office.

7.1.2 The HRO uses an exit interview questionnaire to interview the employee about their reasons for leaving.

7.1.3 The HRO fills out a casualty form for TSC staff within one week of their exit.

7.1.4 The HRO prepares the employee's final dues after successful completion of clearing with the Centre and handing over their duties to an appointed officer in the department, and submits them to the accounts department for facilitation of payment.

7.1.5 Where a staff member resides within the Centre, the staff member will be given one month's notice to vacate the premises.

8.0 Key Performance Indicators

KEY PERFORMANNCE INDICATOR	TARGET	FREQUENCY OF MONITORING AND EVALUATION	RESPONSIBILITY
Compliance with training of staff	100%	Quarterly	PHRO

Compliance with legal requirements	100%	Quarterly	PHRO
Adequacy of staff establishment	100%	Annually	PHRO
Employee Engagement & satisfaction Survey	100%	Annually	PHRO

9.0 Retained Documented Information

1. Personal detail form
2. Letters of appointment
3. Payroll
4. Training records
5. Leave forms
6. Minutes
7. Closed files
8. Remittance schedules
9. Medical and WIBA policies and contracts
10. Appraisal
11. Training Needs Assessment Forms
12. Evaluation reports
13. Induction Programme
14. Exit interviews
15. Survey reports
16. Staff file with contents as per Section 10 and 74 of the Employment Act, 2007

10. Annexes

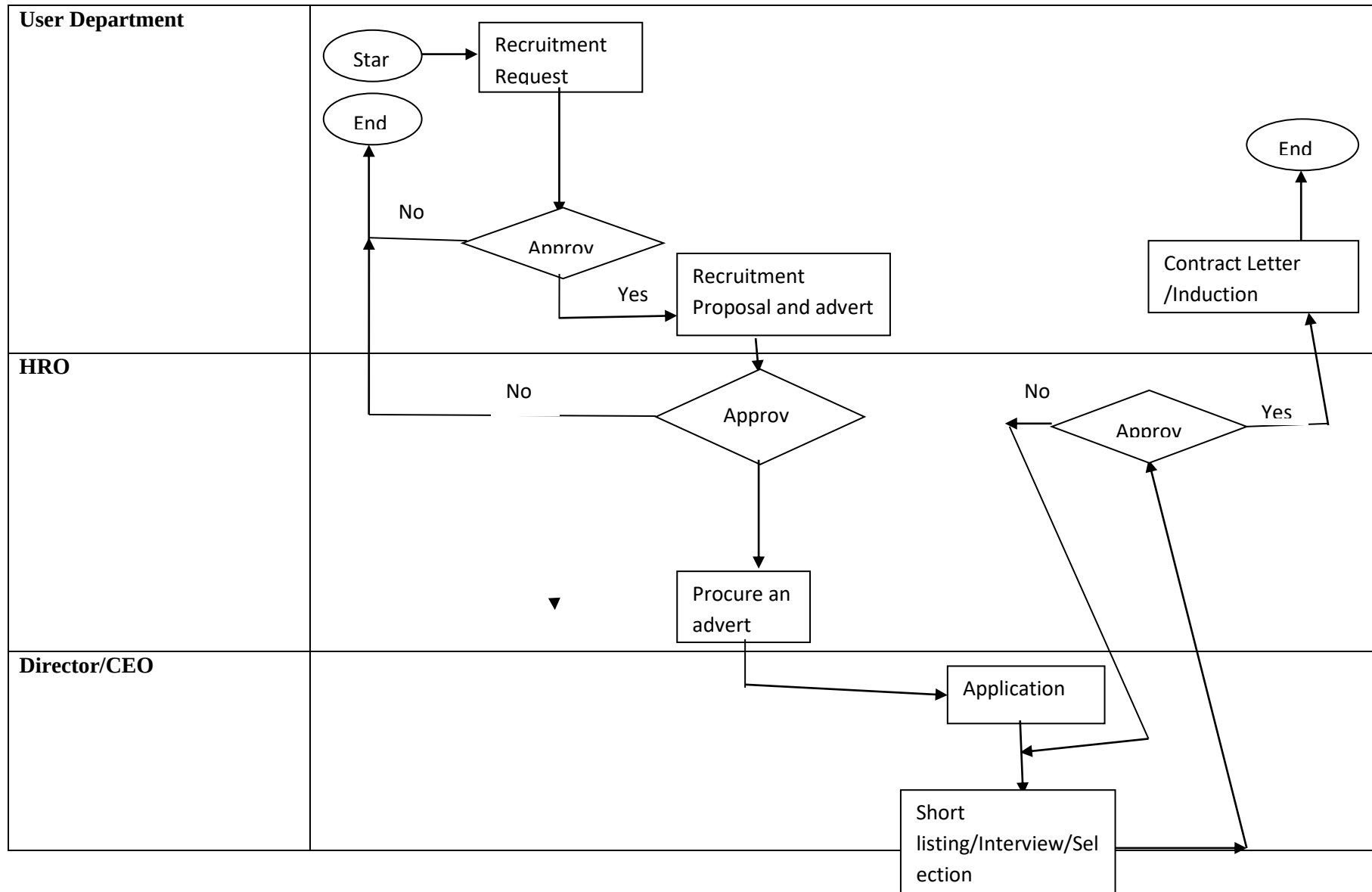
Annex I

10.1 PROCESS INTERACTION MATRIX

Suppliers	Inputs	Activities	Outputs	Customer
User department	Request for staff Job applications Job specifications Applicants Interview panel	Establishment review Job evaluation Selection placement and induction	Advert Competent staff Appointment letters	Supply chain User department Applicant
HELB, Jamii Sacco and insurance	Remittance schedules	Verification Updating Preparation payroll	Approved payroll	Finance
Leave applicant	Leave form	Leave computation and processing	Approved leave	Leave applicant
Deans Section Heads Staff	Performance appraisal TNA	Coordinating Analyzing	Training	CODESYIAA Staff
Complainant	Complaint form	Recording the grievance Grievance handling	Feedback of handled grievance	Service delivery committee Complainant
HR department	Medical scheme	Requisition Advert	Medical policy Medical cards Healthy workforce	HR department Supply Chain Staff

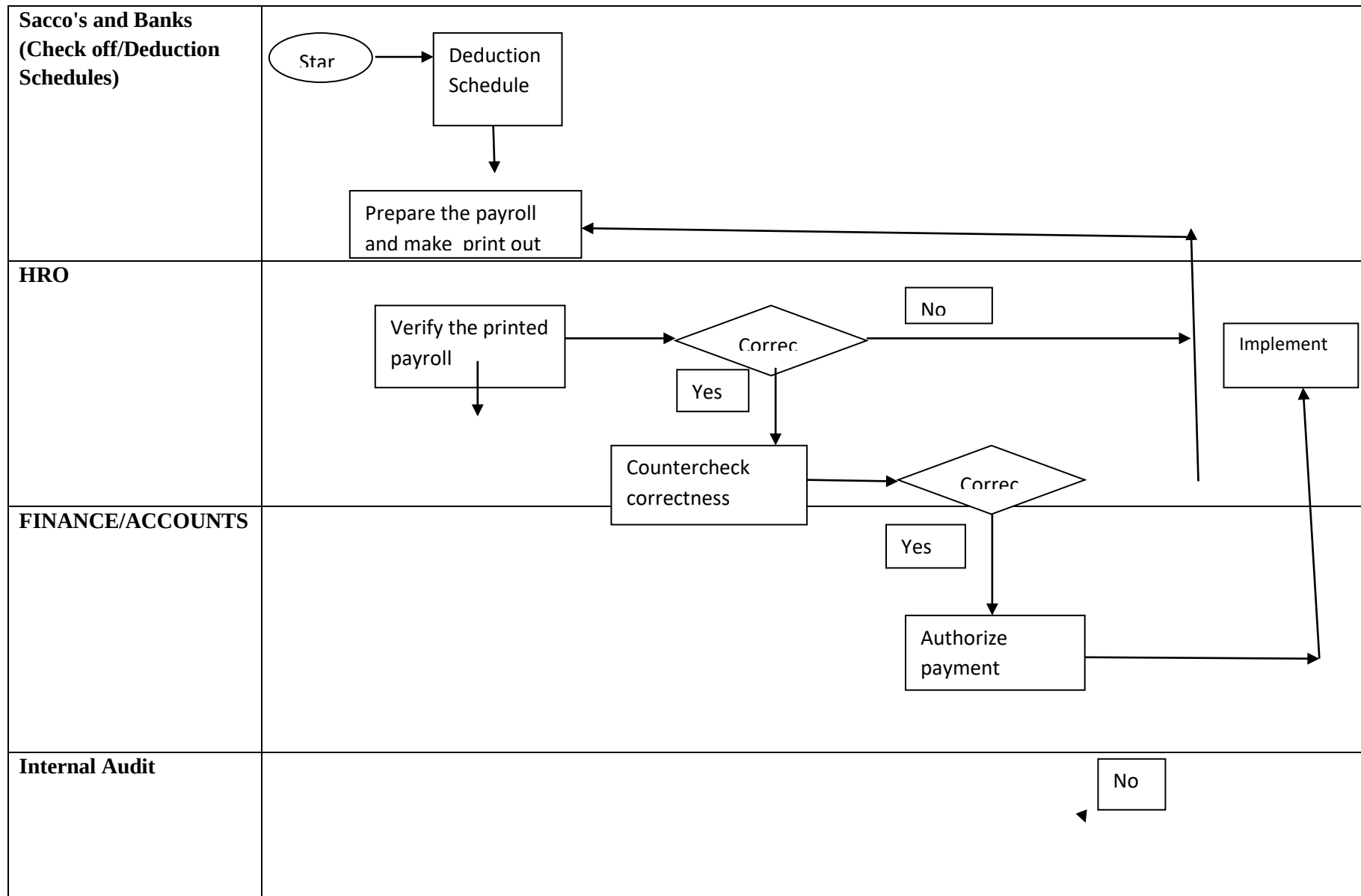
Annex II Process Flow Maps

10.2 Recruitment and Induction process



Supply Chain	
Applicant	
Recruitment Panel	

10.3 Payroll Process



CEO	