



KCA UNIVERSITY

DIRECTORATE OF ENROLLMENT MANAGEMENT & STUDENT AFFAIRS

WORK STUDY POLICY

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ABBREVIATION AND INSTITUTIONAL ACRONYMS

KCAU	KCA University
WSP	Work Study Program (Can be used interchangeably with KCAU-WSP)
KCAU-WSP	KCA University Work Study Program
HoD	Head of Department
Employees	KCA University employees including WSP students

EXECUTIVE SUMMARY

The KCA University-Work Study Program (KCAU-WSP) is a need-based, financial aid student employment program. KCAU-WSP was established to provide opportunities for students to engage in part-time employment when the university is in session so as to meet part of the cost of their education. Also, KCAU-WSP provides students with valuable experiences and training for future employment.

KCAU-WSP policy is designed to provide students and supervisors with the requirements and procedures of **KCAU-WSP** and to help answer commonly asked questions. Students and supervisors are expected to acquaint themselves with this policy.

VICE CHANCELLOR

SIGNATURE

1.0 PREAMBLE

The Institute of Certified Public Accountants of Kenya (ICPAK) set up Kenya College of Accountancy (KCA) in May 1989.

The dream of becoming a university was discussed and agreed in a strategic plan retreat in 1997.

Collaboration agreement with JKUAT and later UNISA Universities in offering their degree programmes were signed in the year 2000. Diversified to academic programmes.

Applied to the Commission for Higher Education to offer our own degree programmes. First inspection held in the year 2000.

In the year 2002, established satellite colleges in Kisumu and Githunguri as part of the broad strategy of bringing business education to the rural areas. Enrollment increased to over 10,000 students yearly.

KCA University was established as a private university vide a gazette notice No. 6895 and shall be the successor to the institution hitherto known as the Kenya College of Accountancy.

The University offers certificates, diplomas and degrees at undergraduate and postgraduate levels, with effect from 26th July 2007.

The University is a body corporate with perpetual succession and a common seal. Before the award of a Charter, the legal framework governing the University is the Universities Act (Cap 210B), Trustees (Perpetual Succession) Act (Cap 164), and Trustees Act (Cap 167) and the Trust Deed.

KCA University was awarded a charter 3rd March, 2013 by H.E. Mwai Kibaki 3rd President of the Republic of Kenya, at KICC alongside 12 other public universities and 2 private universities respectively.

1.1 The Vision of the University

To be recognized as a Premier Business University of choice whose graduates competently and confidently serve the nation, the region and the global community.

1.2 The Mission of the University

To offer high quality integrated market driven teaching, research and extension services in a safe academic environment.

1.3 The Philosophy

It is the philosophy of the University that all human beings have a role to play in the society and that each person is uniquely endowed with the necessary abilities to fulfill their role.

1.4 The Core Values of the University

- a) Excellence - do it right first time;
- b) Integrity - carry out our business with honesty and openness;
- c) Diversity - no discrimination on the basis of ethnicity, gender, social, economic or religious backgrounds;
- d) Innovation - seek new ways of creating, sharing and applying knowledge; and continuous learning and improvement;
- e) Commitment - committed to understanding and meeting the needs of our students, faculty, alumni and partners;
- f) Service to the Community - interact with the community and participate in the development and implementation of solutions to community opportunities and problems;
- g) Recognition and support of individual talents - support individuals to make their own contributions.

2.0 PURPOSE OF WORK STUDY PROGRAM

Work Study Program is based on the conviction that work is not only necessary, but that it is essential to a satisfying, productive and creative life, and contributes positively to one's sense of well-being. KCA University assists students obtain jobs that can not only help them financially, but will also help prepare them for the work life they choose after graduation.

In light of this, work study program is designed to accord KCAU students an opportunity not only to benefit financially but also to gain work related and relevant experience that would give one a competitive edge over the others in the job market.

2.1 EMPLOYMENT OPPORTUNITIES

On Campus

On campus a student may be eligible to work as part of the Work Study program or find a job as a KCA University Employee through University jobs.

- i) **Work Study Program** is a financial aid award based on the student's financial need as well as possession of the right skills to do the work (as determined by the WSP Award committee as provided for by this policy) and is available for full time students who meet the set criteria by this policy. Work Study program shall be fully funded by the department that has tabled the request.
- ii) **University Jobs** are funded directly from a department's budget and are open to any enrolled KCA University student either in their final year or have graduated. This category will however follow the laid down provisions by the Human Resource department of KCA University though KCA University graduates will be given first priority whenever vacancies arise through a competitive process.

Off Campus

The Students Placement program is off campus

This program will be managed by the Career Planning and Placement Centre of the University by linking our graduates with corporate firms for either internships or full time employment.

It shall be based on a criteria set out by the University through the Centre in a well-organized and coordinated manner.

2.2 THE TRUE MEANING OF WORK STUDY

Many students who receive KCAU work study award, are under the impression that it means they are allowed to study while they work. This is a misconception. The College Work Study program (known as Federal Work Study) played an essential role in President Lyndon Johnson's "War on Poverty.", President Johnson served as the 36th President of the United States of America (USA). Through the Economic Opportunity Act of 1964 of USA, the work study program was created to "promote the part-time employment of students in institutions of higher education who are from low-income families and are in need of the earnings from such employment to pursue courses of study at such institutions." The program provides work to assist students in paying for their higher education.

3.0 THE POLICY

3.1 OBJECTIVES

The objectives of KCAU-WSP are:

- i) To assist needy but skilled students meet their basic financial obligations.
- ii) To inculcate acceptable work-ethics in the students.
- iii) To provide students with valuable experience and training for future employment.
- iv) To give the beneficiaries the opportunity to appreciate the university administration for the financial gesture towards their needs.

3.2 CRITERIA FOR SELECTION

- a) **Evidence of financial need & skills possessed:** KCAU-WSP committee shall carefully review applications so as to ensure that most deserving and skilled applicants benefit from the program. Applicants are, therefore, required to provide accurate information in the form besides attaching relevant documentary evidence to prove the level of need as well as skills possessed. False information will not only result in disqualification from the program but also lead to disciplinary action.
- b) **Bona-fide student of KCAU.** KCAU-WSP applicants must have completed at least one semester at the University. A copy of student ID must be attached to the KCAU-WSP application form.
- c) **Satisfactory academic performance:** The Schools' Deans or Heads of Departments will indicate the academic performance of every KCAU-WSP applicant and make relevant comments on the application form. For avoidance of doubt, all academic students shall be expected to attach a signed academic audit report from the University registrar certified by the Dean of their respective faculties while Professional students shall provide evidence of having passed all subjects during the semester preceding the time of application. This applies to both entry and subsequent semester admission into the program. There must be evidence of continuous improvement in the students' academic work.
- d) **Good conduct:** The Associate Dean Campus Life's office will provide KCAU-WSP committee with information regarding the character/conduct of all the applicants.
- e) **Willingness to do the work as assigned.** All KCAU-WSP applicants are expected to be ready to work in any work station as assigned. Anything that would suggest reluctance from any applicant will result in immediate disqualification from the program.

3.3 DEPARTMENTAL REQUEST PROCEDURES

Each department that intends to have KCAU-WSP students shall be expected to follow the following procedure;

- a) Fill in KCAU-WSP request form obtained from Associate Dean Campus Life office to be submitted by the first week of the last month every semester prior to new semester upon which the KCAU-WSP will be required to work.
- b) Specify the Job Description approved by the departmental head
- c) Confirm budgetary provision as stipulated in this policy.
- d) Only positions requested for by departments shall be considered and advertised publicly
- e) All advertised positions shall be filled competitively.
- f) Students shall apply for the positions they feel that they qualify for or whose duties they can perform and have relevant skills to do so.
- g) The units/departments that require the services shall indicate if they require students to possess some skills and/or the level of education required.
- h) Associate Dean Campus Life on behalf of KCAU-WSP committee shall prominently publish list of available vacancies and the respective departments every semester for consideration based on provisions of this policy.

3.4 APPLICATION PROCEDURES

Interested applicants for KCAU-WSP program are required to:

- a) Collect the Application Forms from the Associate Dean Campus Life Office and fill them (*in duplicate*).
- b) Return the duly filled application forms to Associate Dean Campus Life's office within the stipulated deadline
- c) Associate Dean Campus Life shall constitute a panel drawn from the Directorate of Enrollment Management and Student Affairs comprising of not less than three and

- not more than five members who shall do short listing of applicants ahead of the formal interview
- d) The shortlisted students shall be interviewed by the recipient units/departments who will constitute KCAU-WSP Committee as provided for by this policy, the process shall be facilitated by the Campus Life office to fill the vacancies based on provisions of this policy
 - e) The final list of successful candidates shall be prominently published by the Associate Dean Campus Life in a manner that can be accessed by students
 - f) The successful candidate shall receive Letter of Offer and upon signing shall be provided with Job Cards from the Associate Dean Campus Life Office for onward submission to their respective supervisors who will use them for job tracking and recommendation for payments based on provisions of this policy.

3.5 WORK HOURS AND DURATION FOR ENGAGEMENT

- i) Any student who qualifies to be part of KCAU-WSP shall stay in the program as long as they remain students and their terms of engagement has been renewed by the respective departments as provided for by this policy.
- ii) Students can work up to a **maximum of 3 hours per day and not more than 20 hours per week.**
- iii) Scheduling work hours during class periods is prohibited.
- iv) Under no circumstances can KCAU-WSP hours be earned while fulfilling course requirements.
- v) KCAU-WSP students will be expected to sign in and out daily at both campus life office and departmental level.
- vi) KCAU-WSP students will not continue with a break except when the University declares official breaks when it closes or during public holidays. Each student however may apply for a break by filling in WSP release form to be signed by the supervisor, departmental head and Associate Dean Campus Life, the duly signed and stamped form shall be returned to the Associate Dean Campus Life office.

vii) Other than departmental assignments, the WSP students may be engaged in communal work supervised by campus life office in which case job cards will be signed for payments that shall follow the same rates stipulated in this policy.

3.6 WORK PLACES

KCAU-WSP students may work in any place except sensitive offices like academic records, examinations, payroll e.t.c as determined by the committee.

3.7 JOB RESPONSIBILITIES

All WSP students will be expected to obtain a job description from their supervisor a copy of which shall be submitted to the Associate Dean Campus Life's office, this will be done during the first day on the job to outline the responsibilities one will be expected to perform. WSP students will also be expected to know what the employer expects from them regarding job responsibilities as well as the specific policies and procedures of the departments in which they are attached as well as those of the University. Each WSP student should ask questions, take initiative, and learn as much as they can. They should be sure to obtain their supervisor's contact information and provide him/her with their phone number and email address.

i) Maintaining a Good Work Ethic

What are good work ethics at KCAU?

Each job is unique and requires different skills and responsibilities; however, several universal responsibilities apply to all student employee positions. At KCA University all WSP students shall be responsible for:

- a) Abiding by all University rules, regulations, and policies,
- b) Respecting the rights and property of the employer and fellow employees,
- c) Treating all co-workers, the KCAU community, and patrons with courtesy and respect,

- d) Acting in a professional manner at all times and respecting the confidentiality of student and University records,
- e) Dressing appropriately, according to the KCA University's dress code,
- f) Maintaining a positive work attitude and a spirit of cooperation,
- g) Talking with the employer when duties or instructions are unclear or if problems arise,
- h) Performing work to the best of their ability and making a personal commitment toward providing quality service,
- i) Presenting and discussing new ideas with the employer and taking the initiative to learn as much as possible about the work of the department,
- j) Conducting personal business at their own time but outside time frame specified for work,
- k) Putting all electronics away while working,
- l) Monitoring their work hours and earnings, in conjunction with their supervisor,
- m) Giving the employer at least two weeks' notice if one decides to terminate his/her job,
- n) Reporting to work on time and adhering to the established work schedule,
- o) Contacting the employer before shift begins if an illness or emergency prevents one from reporting to work,
- p) Discussing needed changes in work schedule with the supervisor, keeping the department's needs in mind,
- q) Reporting work hours accurately and submitting your timesheet by the due date each pay period.

ii) **What should students expect from their Supervisors?**

- a) Thorough job training regarding tasks and expectations with appropriate follow up as necessary,
- b) An agreed-upon work schedule that takes into consideration the student's academic schedule,
- c) Timesheets approved on time and submitted to Associate Dean Campus Life on the due date,
- d) Fair judgment of quality and quantity of student's work,
- e) Equal treatment of employees,
- f) To be an example of someone who follows a good work ethic,
- g) Routine feedback of a constructive nature.

3.8 GENERAL JOB DESCRIPTION

There will be a job description drawn by the departmental head placing a request which shall accompany the WSP request form and shall include provisions aimed at growing the career of WSP students while giving them a practical office environment that will enable them gain professional experience in line with their course of study.

For avoidance of doubt, the students will not be expected to serve tea or carryout responsibility that would not add value to their profession.

3.9 PERFORMANCE

KCAU-WSP students are required to:

- i) Be punctual, dependable, and efficient in their assigned duties.
- ii) Provide their supervisors with work schedules (hours) for the entire semester before beginning to work.
- iii) Notify the supervisors at least one day in advance if unable to attend to duties.

- iv) Give at least two weeks' notice to the supervisors and Associate Dean Campus Life office if quitting work.
- v) Performance evaluation will be output and time based.

3.10 SUPERVISION

All KCAU-WSP students shall be direct reports to the departmental heads in which they have been assigned, the head of every department shall however through a form provided by Associate Dean Campus Life nominate one of his/her officers to be the supervisor for purposes of KCAU-WSP. All supervisors will:

- i) Be responsible for keeping and signing the Job Cards but ratified by the Head of Department/Dean/Director.
- ii) Hold work briefings with students before assigning them duties.
- iii) Inspect students during work hours.
- iv) Frequently update the Associate Dean Campus Life Office on the performances of students by submitting formal reports.

4.0 WORK STUDY DISCIPLINE AND RELATED PROCEDURE

4.1 DOCUMENTATION

The supervisor shall keep a personnel file for each WSP student with the record of hours earned, documentation of performance, documentation of attendance reminders, and any incidents of poor performance, habitual lateness and/or absenteeism, insubordination, or mischief. Also, the supervisor should document work performance that excels in timeliness, productivity, creativity, and leadership. These records shall be retained by the department for two years.

Copies of these documents shall then be shared with Associate Dean Campus Life at the end of every semester.

4.2 OFFENCES THAT MAY REQUIRE DISCIPLINARY ACTION

The following acts or offences shall constitute misconduct and might attract disciplinary measures as provided for in Section 4.3 of this policy against the WSP student who has committed the offence(s);

- i) Excessive lateness
- ii) Excessive absences
- iii) Absent without a legitimate excuse
- iv) Sloppy or unclean appearance
- v) Carelessness or lack of attention that results in injury to property, person, or public relations
- vi) Inability to provide accurate, up-to-date information to the public
- vii) Conduct inappropriately to representatives of KCA University
- viii) Discourtesy or failure to work harmoniously with fellow employees
- ix) Failure to serve the public with courtesy
- x) Sleeping on duty

4.3 DISCIPLINARY MEASURES

KCAU-WSP expects value for the money from the beneficiaries. In the event that there is sufficient evidence of underperformance or violation of provisions of this policy, the following corrective measures will be taken:

- a) Warning (verbal and/or written) by the supervisor and the same to be communicated or (copied) to the Associate Dean Campus Life.
- b) Recommendation letter for termination by the supervisor to the Associate Dean Campus Life and copied to the student.
- c) Termination letter to the student from the Associate Dean Campus Life, copied to the supervisor.

- d) A student will be automatically terminated from KCAU-WSP in case grades outlined in this policy are not met based on outlined academic standards.

Should the offence committed require investigation and/or disciplinary action beyond KCAU-WSP, the Associate Dean Campus Life Office will follow up the matter according to KCAU policies, student rules and regulations and may be referred to the students' disciplinary committee of the University.

4.4 PRECEDING OFFENSES WILL BE SUBJECT TO THE FOLLOWING:

- i) First Occurrence - verbal reprimand
- ii) Second Occurrence - written reprimand
- iii) Third Occurrence – discharge/dismissal

Depending on the magnitude of the offence, any HoD may recommend to the Associate Dean Campus Life dismissal of KCAU-WSP student without further considerations to these procedures.

4.5 GROUNDS FOR IMMEDIATE DISMISSAL

The student should be absolutely clear on what constitutes such items as excessive lateness or absences, sloppy or offensive appearance, and discourtesy. The following may be considered grounds for immediate dismissal:

- i) Breach of confidentiality
- ii) Theft of gross negligence resulting in serious injury to property, person or public relations
- iii) Any physical violence or obscene language when dealing with the students, public or other staff members
- iv) Being under the influence of drugs or alcohol while on duty

- v) Falsification of time sheets
- vi) Violation of KCA University policies, rules and regulations
- vii) Poor or dismal academic performance

5.0 PAYMENTS

KCAU-WSP payments will be made:-

- i) Based on the current hourly rates set by the University through KCAU-WSP committee under the general guidance of Associate Dean Campus Life.
- ii) Payments in the first instance will go to school fee till fee is cleared after which any further balances will be paid off to the specific student/s.
- iii) Job cards shall be remitted to Campus Life office by Monday of every week for the previous week worked to ensure verification, filling and tabulation.
- iv) Campus Life office will then formulate a list to be approved by Associate Dean Campus Life and remitted to students finance for implementation for fee cases while cash payments based on provision (ii) above shall follow normal budgeting process of the University through a KCAU-WSP payroll system.
- v) Within seven working days from the time the Job Cards are received at the Associate Dean Campus Life Office, fee/cash payments shall be processed.
- vi) Payment will be made at the rate of Ksh.100 per hour and may be reviewed from time to time as provided for by this policy, such reviews shall be communicated to both KCAU-WSP students and relevant departments.
- vii) Any costs as provided for by this policy shall be financed by the department where the specific KCAU-WSP student is attached.

6.0 KCAU-WSP STUDENTS' RIGHTS

KCAU-WSP students have the right to:

- i) Expect KCAU to provide equal opportunity in employment regardless of gender, race, creed, national origin or physical condition.
- ii) Work free from or actual incidence of either racism or sexual harassment.

- iii) Work in an atmosphere consistent with the core values of KCAU.
- iv) Be provided with adequate instructions, instruments and the necessary working conditions for the performance of their duties.
- v) Obtain certificate of service upon successful completion of their terms in KCAU-WSP and based on satisfactory performance.

7.0 EVALUATION SURVEYS

A formal evaluation is required at the end of each semester. Evaluations should provide constructive feedback on work performance. They should not reflect personal prejudice, bias, or favoritism on the part of the supervisor for the rating or review. Evaluations should not be a surprise to WSP student. It should be a recap of the student's performance for the current academic year.

Evaluations can be a positive means to assist the supervisor in improving the WSP student's job performance. They afford supervisors the opportunity to clarify what they expect of the WSP student in attaining the goals of the department. Remember performance is being measured, not the WSP student's value as a person.

Students are also given the option to complete a survey on their experience as WSP student. Student and/or supervisor surveys are conducted to:

- i) Discover What's Going On – In a non-threatening survey environment, the University will learn what motivates survey respondents and what is important to them.
- ii) Provide an Opportunity to Discuss Key Topics with the Target Population – Communicating with respondents about your survey topic allows for deep insight into the survey problem, and can shed some light on topics related to the survey problem within a larger context.
- iii) Prioritize Your Actions Based on Objective Data – Rather than relying on subjective “gut” feelings, information can be gathered to make sound data-driven decisions. Therefore, the issues most important can be addressed immediately, rather than wasting resources on things that no one cares about.

- iv) Provide a Benchmark – Surveying provides a “snapshot” of the target population and their attitudes about the survey problem. This helps establish a baseline from which one can compare whether target population attitudes and perceptions relative to the survey problem are getting better or worse over time.

To preserve the anonymity of the WSP student conducting the evaluation, the survey does not require any signatures or names.

Performance appraisal for KCAU-WSP students shall follow the tool and procedure outlined by the KCAU-WSP committee from time to time.

8.0 KCAU-WSP COMMITTEE

There is created KCAU-WSP committee that shall oversee the process of interviewing shortlisted applicants. This committee will be largely drawn from the user unit/department and shall from time to time discuss matters affecting the program and its beneficiaries.

8.1 MEMBERSHIP

- | | |
|-------------------------------------|-------------|
| 1. Associate Dean Campus Life | Chairperson |
| 2. Human Resources Representative | Member |
| 3. Nominee by Dean EM&SA | Secretary |
| 4. Departmental Representatives (3) | Members |

8.2 Terms of Reference for KCAU-WSP Committee

- 1. Vetting and interviewing shortlisted candidates based on provisions of this policy
- 2. Facilitating work placements for students at departmental level
- 3. Assigning of duties or workplaces for students at departmental level
- 4. Carrying out periodic reviews of hourly rates
- 5. Determining rewards for exceptional performance
- 6. Establishment of performance appraisal tool and procedures from time to time.

7. Receipt, review and consider performance reports of all KCAU-WSP students and make decisions on various measures aimed at improving performance and service delivery from time to time.
8. Recommending and/or determining penalties for underperformance

9.0 TRANSITION PROVISIONS AND EFFECTIVE DATE

All students serving under Work Study Program as constituted prior to coming into effect of this policy shall be redeployed based on provisions of this policy and shall not be laid off or disadvantaged. The KCAU-WSP committee in its first sitting shall agree on a transition plan.

This policy shall be effective from January 2018.

10.0 AMENDMENT OF THE POLICY

This policy shall be revised after every three (3) years and/or when need arises.