



REPUBLIC OF KENYA



COUNCIL OF LEGAL EDUCATION

REWARD, RECOGNITION AND SANCTIONS POLICY

2024



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The Council of Legal Education (CLE) is a body corporate established under the Legal Education Act Cap. 16B Laws of Kenya. CLE is entrusted with the mandate of regulating, supervising and licensing legal education programs and providers in Kenya, setting standards for curriculum and modular instruction, monitoring and evaluating legal education providers and programs, and advising the Government on matters relating to legal education. Additionally, CLE administers the Advocates Training Program examination for purposes of admission to the Roll of Advocates in Kenya.

On behalf of the Council, I am delighted to approve this Policy for use by Management. Reward, Recognition, and Sanctions Policy is a critical element and important human resource management tool that facilitates staff motivation and enhances performance by recognizing the best performance, rewarding it, and sanctioning unsatisfactory performance through appropriate intervention measures.

The Reward, Recognition, and Sanctions Policy is in tandem with the CLE Human Resources Policy Procedures Manual and best human resource practices and its full implementation will mark a great milestone for the CLE. Staff members will not only be empowered but also motivated and rewarded for exemplary performance that shall enable them to contribute effectively towards the achievement of the CLE mandate which is key to the attainment of our vision and the development agenda of our nation.

The policy provides a linkage between an officer's performance and the overall performance of the CLE and seeks to inculcate a culture of teamwork and synergies that is critical to the realization of the mandate and the strategic direction of CLE. It is, therefore, my expectation that once effectively implemented, we will have a re-energized and robust workforce necessary for improving service delivery to our clients.

Prof. Collins Odote,
Chairperson
COUNCIL OF LEGAL EDUCATION



Exemplary performance is a key driver of realizing the CLE mission, and vision as articulated in the 2023-2027 Strategic Plan. CLE workforce remains the most important asset whose performance and productivity must be recognized to boost the morale. CLE has therefore developed this policy to guide how to identify and recognize outstanding staff performance and sanction of unsatisfactory performance with a view of improving the organization's performance.

The policy sets competitive, transparent, fair, and merit-based criteria. Successful implementation of the Policy will encourage excellence, innovation and the CLE corporate culture as well as address the issue of poor performance.

I would like to express my heartfelt gratitude to the council members, led by Prof. Collins Odote, for their strategic guidance and ongoing support in strengthening the policy environment at CLE. I also acknowledge the Management team and the Human Resource Division for spearheading this initiative, as well as all staff members who contributed feedback to enhance this policy.

A handwritten signature in blue ink, appearing to read 'Jennifer Gitiri', with a stylized flourish at the end.

Ms. Jennifer Gitiri, HSC
Ag. SECRETARY/CEO
COUNCIL OF LEGAL EDUCATION

This Reward, Recognition, and Sanctions Policy was duly adopted and approved by the

Council in its meeting held on the *14th* day of *October* 2024.

This Policy shall be reviewed as and when necessary. All amendments will be communicated in writing using the amendment sheet below. This will ensure that the Reward, Recognition, and Sanctions Policy remains consistent with the CLE's Strategic direction and mandate.



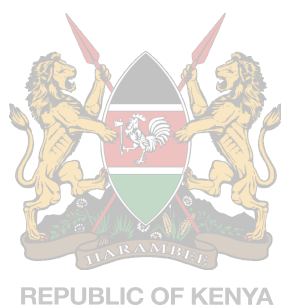
Chairperson
COUNCIL OF LEGAL EDUCATION



Ag. Secretary/Chief Executive Officer
COUNCIL OF LEGAL EDUCATION

Issue/Revision No	Subject of Amendments	Reviewed By (Signature)	Review Authorized by (Signature)	Date

CEO	Chief Executive Officer
CLE	Council of Legal Education
HOF	Head of Functional Area
HRAC	Human Resources Advisory Committee
ICT	Information Communication Technology
PIP	Performance Improvement Plan
SRC	Salaries and Remuneration Commission
TNA	Training Needs Assessment



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 a specific job or task.

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

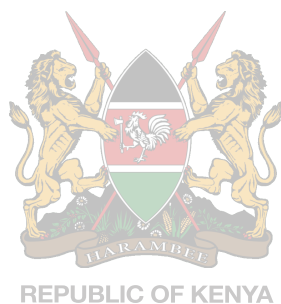
Career: An employee's line of work or service involving continuity over a long period of his working life.

Employee: A person in the employment of the Council of Legal Education.

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.

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 organization.

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



The Council of Legal Education is committed to rewarding and recognizing exemplary performance, creativity, and innovation. It is the policy of the Council of Legal Education to formally reward and recognize members of staff who are innovative and have exemplified performance in their targets.

Innovation and productivity in public institutions have become a central driver for growth and competitiveness. Innovation covers a number of areas including employee skills, research, Information and Communications Technology (ICT), and procurement among others. These calls for a robust framework that recognizes and rewards good performance hence fostering a culture of innovation and productivity.

Section 8.14 of the Human Resources and Procedures Manual states that the CLE shall have an incentive scheme aimed at rewarding members of staff based on the value they are adding to CLE about their performance, approved experience, and professional skills/competence.

1.1 Purpose of the Policy

The purpose of this policy framework is to establish a basis for rewarding exemplary performance and administering sanctions for poor performance. This will motivate employees, embrace a positive attitude to work, and enhance productivity.

The policy will additionally encourage innovation which is one of CLE's core values by recognizing and rewarding employees who discover an innovation that improves service delivery.

Successful implementation of this Policy will raise staff awareness of the importance of innovation and celebrate employees who embody an innovative culture. Although CLE will strive to reward outstanding performance, it should not be viewed as an entitlement.

1.2 Objectives of the Policy

The objective of this policy is to establish a framework of rewarding exemplary [performance as well as sanctioning poor performance to continuously improve individual and corporate performance. The Specific objectives are to:

- I. Nurture and Promote a Culture of Innovation and Creativity;

- ii. Reinforce positive performance behavior;
- iii. Inculcate a performance-based culture;
- iv. Define types of rewards and recognition;
- v. Clarify administration of the rewarding process;
- vi. Promote a culture of continuous improvement in individual performance;
- vii. Encourage competitiveness in service delivery;
- viii. Create a consistent and consolidated recognition scheme that will complement the CLE performance-oriented culture; and

1.3 Guiding Principles

Implementation of this Policy shall be guided by 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 is be appropriate.
- ii. Assessment of the contributions made by employees shall be based on CLE's objectives and activities that contribute to the future success of the institution.
- iii. The criteria for assessing contribution must be applied fairly and consistently and the judgment for awards shall be based on objective evidence of the contribution made.
- iv. 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.
- v. Annual review/appraisal processes and records shall be used to inform contribution of the reward application process, by agreement.
- vi. Procedure for the consideration of rewards must be fairly, transparently, and consistently applied with regard to the CLE's equality and diversity policies.
- vii. Application of the Policy shall be vigorously and responsibly monitored annually, or more often as agreed, to ensure it is being managed effectively and consistently.

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- viii. The need for effective financial management of the CLE shall inform all activities of the Reward, Recognition, and Sanctions Policy and approach, and shall make the most effective use of resources.
- ix. The rewards shall be selected to reflect the employee's interests Rewards may be designed to reflect the unique nature of the Division's / Directorate's work culture and organizational structure.
- x. Rewards shall not be substituted for competitive merit pay systems i.e. entitlements supplies, support services, or training.
- xi. Rewards are not adjustments to basic salary, supplemental compensation, or variable pay programs.
- xii. All employees are eligible for recognition and award. However, the rewards shall not be an entitlement.

1.4 Related Resources

This Reward, Recognition, and Sanctions Policy shall be read in conjunction with the following documents:

- (i) CLE HR Manual
- (ii) CLE Career Progression Guidelines
- (iii) Intellectual Property Policy

1.5 Scope of The Policy

The reward and recognition scheme shall apply to all staff of the Council of Legal Education who have been confirmed in their appointment and staff on long-term contracts. (Must have served for at least one year's contract and above).

2.1 Application of the Policy

- i. The rewards shall not be substituted for a competitive salary plan; it will therefore not be used as an alternative to permanent salary adjustment.
- ii. Recognition shall apply as follows:
 - a. Employees who have been in the employment of the Council of Legal Education for a period of service exceeding 12 months shall be eligible for a citation for exemplary service and/or innovation and creativity.
 - b. A Head of Directorate/Division shall be eligible for citation as the “Head of Division of the Year” having served in that capacity for a period exceeding six months. However, this requirement may be dispensed with for special reasons provided by the Chief Executive Officer as the case may be.
- iii. The reward and recognition process shall be done annually.

2.2 Criteria

Exemplary service, Innovation, and Creativity shall be evaluated based on action or conduct on the part of an eligible employee that:

- i. Contributes to outstanding and sustained improvements in service and product quality as well as the brand image of CLE.
- ii. Significantly improves or enhances the quality of work and CLE's work environment in ways that make a substantial difference for colleagues, stakeholders, and customers;
- iii. Develop creative solutions to problems that result in significantly more effective and efficient Council of Legal Education operations resulting in cost savings or increased revenues;
- iv. Fosters a work ethic and a corporate culture within CLE that promotes Divisional teamwork, enhances communications, and inspires commitment and productivity;

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- v. Represents outstanding and selfless exertion beyond the ordinary call of duty;
- vi. Contributes meaningfully to the betterment of the environment, society, and the community at large.
- vii. Innovation success
- viii. Technical Success that results in workable products or processes including but not limited to innovation, creativity, and new ideas.
- ix. Financial Success is the revenue earned or saved to CLE initiatives that will result in cost savings/potential savers, and growth in revenue/potential revenue.
- x. Actions and initiatives that demonstrate passion for the end user of a product
- xi. Initiatives that improve a process/reduce the cycle time of a process
- xii. Actions / Initiatives that clearly show the individual or team went beyond their normal call of duty to demonstrate extraordinary performance.
- xiii. Meeting of Divisional objectives

2.3 Types of Recognition and Reward

The Council of Legal Education recognition policy shall have two elements;

- Informal recognition; and
- Formal recognition.

2.3.1 Informal Recognition

Informal recognition will take the form below;

- Congratulations moments - these are used to recognize day-to-day accomplishments and will be given by the Head of Directorates/Divisions in the monthly staff meeting. The recognition will not have a physical award.

2.3.2 Formal Recognition

Formal recognition will have two levels, namely:

- Employee of the year
- Team Leader/Directorate/Division of the year
- Incentive to all staff based on the overall remarkable achievement of the Council like attainment of ISO Certification, and improved Performance Contract evaluation, among others.



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3.1 Establishment of the Reward and Recognition Committee

The Committee will be constituted as follows:

- i. A Chairperson appointed by the Chief Executive Officer;
- ii. And a representative from all the Directorates/ Divisions

Any member of the selection committee who is nominated for an award shall declare a conflict of interest.

3.1.1 Roles and Responsibilities

3.1.1.1 The Council

1. Approve and review the Rewards, Recognition and Sanctions Policy; and
2. Approve the proposed rewards and recognition.

3.1.1.2 Secretary/Chief Executive Officer

1. Issue appointment letters to the Selection Committee; and
2. Continuously liaise with the Selection Committee in the implementation and review of the reward and recognition Scheme.
3. Ensure funds are set aside for the operationalization of the Reward and Recognition Policy.
4. The CEO shall be responsible for implementing this Policy and may delegate to any staff at the Institution.
5. The management shall determine and allocate funds for rewards annually during the budgeting period.

3.1.1.3 Chairperson of the Committee

1. Convene and preside over Committee's meetings;
2. Report to the Chief Executive Officer on all matters concerning the Scheme; and
3. Implement the decisions of the Selection Committee upon approval by the CEO

3.1.1.4 Head of Human Resources

The HRM shall be the Secretary to the Committee.

1. Take the minutes of the Committee
2. Manage and preserve all the records of the Committee
3. Issue communications on behalf of the Committee
4. Receive citations of employees

3.1.1.5 Divisional/ Directorate Heads: Committee Members:

1. Issue a citation of Divisional employees for exemplary Innovation and entrepreneurship
2. Attend and participate in Committee meetings
3. Nominate a Divisional employee who will attend and participate in the Committee meeting on their behalf
4. Evaluate the performance of their staff

3.1.1.6 Staff

1. Set annual targets with their HODs and initiate their self-evaluation at the end of the financial year;
2. Undertake their duties exceptionally and in compliance with the values and aspirations of the CLE that warrant them to be recognized and rewarded.
3. Recommend to the HoDs the nomination of a member of staff for citation for innovation and entrepreneurship.
4. Attend and participate in Committee meetings upon appointment by the HoDs

3.2. Rewards

On attainment of the impressive Performance Very Good (101+1), the staff will be entitled to the 13th Salary (One month of their Basic Salary) or any other incentive that the Council may decide from time to time depending on the availability of funds and upon approval by the Salaries and Remuneration Commission (SRC)

The other forms of rewards and sanctions are as tabulated below.

Achievement of Performance Targets	Rating scale		Reward/Sanction
Achievement higher than 100% of the agreed performance target	Excellent	101%+	13 th month salary based on score for “Excellent” performance and roll of honor
Achievement up to 100% of the agreed performance target	Very Good	100%	Letter of commendation
Achievement between 80% and 99% of the agreed performance target	Good	80%-99%	Place on a performance improvement plan to attain higher performance
Achievement between 60% and 79% of the agreed performance target	Fair	60%-79%	1st year - place on performance improvement plan 2nd year - Warning letter 3rd year - Final warning letter 4th year - Separation
Achievement of up to between 59% of the agreed performance target	Poor	59% and below	1st year - Warning letter 2nd year - Final warning letter 3rd year - Separation

The award of the various categories of the Scheme will be announced at the staff meeting.

3.2.1 Long Service with Exemplary Performance Award

a) Eligibility

Staff with at least twenty-five (25) years of exemplary, exceptional, and sustained service to CLE.

b) Criteria

To qualify for a Long Service Award, the employee must have an initial unbroken period of service of at least 25 years.

The employee should not have been subject to disciplinary action for five (5) years before attaining twenty-five (25) years of service.

c) Type of award

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

Cash vouchers may be issued based on the availability of funds and contingent upon approval by the Council.

3.2.2 Employee/Team of the Year Award

a) Eligibility

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

b) Criteria

These criteria can be used as a guide to help determine the Employee/Team of the Year Award. The weight of each criterion may vary depending on the specific goals

and values of the organization.

- a) **Job Performance:** Evaluate the employee's or team's performance based on specific goals, targets, and KPIs that were set for the year. Consider factors such as quality of work, productivity, and contributions to the organization.
- b) **Initiative:** Consider employees or teams that have taken the initiative to suggest and implement new ideas or processes that have had a positive impact on the organization.
- c) **Collaboration and Teamwork:** Look for employees or teams that have demonstrated excellent teamwork and have effectively collaborated with others to achieve common goals.
- d) **Adaptability and Flexibility:** Evaluate employees or teams that have demonstrated the ability to adapt to change, overcome challenges, and maintain a positive attitude in the face of adversity.
- e) **Customer Focus:** Consider employees or teams that have gone above and beyond to ensure customer satisfaction and have demonstrated a strong customer-focused attitude.
- f) **Leadership:** Look for employees or teams that have shown leadership qualities, such as inspiring and motivating others, setting a good example, and taking ownership of their work.
- g) **Community Involvement:** Evaluate employees or teams that have demonstrated a commitment to giving back to the community through volunteer work, fundraising, or other charitable activities.
- h) **Innovation:** Consider employees or teams that have brought fresh and innovative ideas to the organization and have challenged the status quo to drive progress and improvement.

c) Type of award

Position one - 13th-month salary (subject to approval by the Salaries and Remuneration Commission), certificate of recognition, and letter of commendation signed by the Chief Executive Officer (CEO).

Position two - certificate of recognition and letter of commendation signed by the CEO.

Position three - certificate of recognition signed by the CEO.

The 13th-month salary may be paid once annually, aligned with the performance evaluation process for the relevant financial year.

If the 13th-month salary has already been granted under a different award category, an employee eligible for the same award in another category shall receive alternative awards in that category, excluding the 13th-month salary.

3.2.3 HoD Award for Excellent Performance

a) Eligibility

To be awarded to staff heading Directorates and Divisions who attain “Excellent” and “Very Good” performance and/or merit promotion in line with the requirements of the schemes of service. The CEO, Head of Directorates and Division are eligible for this award. Nominations to be done by the Council.

b) Criteria

These criteria can be used as a guide to help determine the HoDs Award for excellent performance. The weight of each criterion may vary depending on the specific goals and values of the organization.

- a) **Strategic Leadership:** Evaluate the head's ability to develop and implement effective strategies that align with the organization's mission and vision. Consider factors such as the head's ability to articulate a clear direction, manage resources, and lead change.
- b) **Business Results:** Consider the head's ability to achieve business results and deliver against specific targets and KPIs. Look for evidence of improvements in areas such as revenue, customer satisfaction, and operational efficiency.
- c) **Talent Management:** Evaluate the head's ability to attract, develop, and retain high-performing teams. Consider the head's ability to provide coaching and mentorship, foster a positive and inclusive workplace culture, and create opportunities for career growth.
- d) **Customer Focus:** Look for evidence of the head's commitment to delivering outstanding customer experiences. Consider the head's ability to understand customer needs and expectations, and to lead initiatives that improve customer satisfaction.

- e) **Innovation:** Consider the head's ability to foster an environment of innovation and creativity. Evaluate the head's willingness to embrace new ideas, challenge the status quo, and drive change.
- f) **Stakeholder Management:** Evaluate the head's ability to build and maintain strong relationships with key stakeholders, such as employees, customers, suppliers, and regulators. Consider the head's ability to communicate effectively, resolve conflicts, and manage stakeholder expectations.
- g) **Ethical Conduct:** Look for evidence of the head's commitment to ethical and responsible behavior. Consider the head's ability to demonstrate integrity, honesty, and transparency in all business dealings.

c) Type of Award

A 13th-month basic salary upon the availability of funds (subject to approval by the Salaries and Remuneration Commission) and a certificate of recognition signed by the Chairperson of the Council.

3.3 Procedure of the Committee

The chair of the committee shall convene a meeting in the last quarter of every financial year to consider and evaluate all employees cited for exemplary service during that year for the various categories of awards.

The list of employees shall be forwarded to the CEO for approval and subsequently submitted to the Council for ratification. Once ratified, the list will be shared with all staff members.

3.4 Continuous Review

The Scheme shall be continuously reviewed as and when the need arises in line with best practices and the views, concerns, and opinions of all employees of the Council as well in relation to its impact on staff motivation, attitude change, and overall contribution towards the Council's performance.

3.5 Citation

The Chief Executive Officer may cite a Head of Division as Manager of the Year for exemplary service. The Head of Division shall cite the team player of their

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respective Divisions whose name shall be nominated for the overall team player of the year to the committee for deliberation.

The citation will include

1. The Employee's name, picture, job title, Division, and date of employment in the Council of Legal Education.
2. The name of the person issuing the citation
3. The Citation which is a short statement describing the nature of the exemplary service by the employee or innovation and creativity will be published and announced by an email to all members of staff and then displayed on the in-house notice Board of the Council of Legal Education; on a special page on CLE's website and in the subsequent edition of CLE's in-house newsletter.
4. At the end of the year, all employees who have been cited for exemplary service shall be considered for the Reward and Recognition scheme.

The titles of the recognition scheme include:

- i. Head of Directorate/ Division of the Year Award
- ii. Employee / Team of the Year Award
- iii. Long Service Award

3.6 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.

Staff whose performance and attitude are not satisfactory shall be placed under the Performance Improvement Plan and their Supervisors should closely work with them to improve the same. If there is no improvement in their performance, then appropriate recommendations will be made by the Performance Management Committee.

The PIP period will be six (6) months

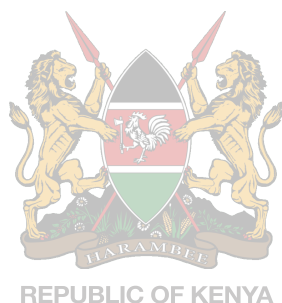
- a) During the time of PIP, an officer shall be expected to make regular progress reports on the implementation of the plan;
- b) Failure to adhere to the plan shall result in a disciplinary action;

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- c) If significant improvement is noted within two (2) months after placement on PIP, the PIP program will be terminated for the officer;
- d) Failure to maintain performance expectations after the completion of the PIP may result in additional disciplinary action up to and including termination;
- e) The contents of the PIP are to remain confidential, should an officer have concerns regarding the PIP process, then such an officer may require clarification from the Head of directorate/division Human Resources and Administration; and
- f) The PIP does not alter the employment terms and conditions of service.

In addition, disciplinary-related sanctions shall be administered according to the laid down disciplinary procedures. Sanctions which may be issued include:

- a) Warning Letter
- b) Demotions: this is the movement of an employee from one job grade to a lower job grade. Demotion also means that an employee is reassigned to a position with a salary range that is lower than the salary range of his/her former position.
- c) Withdrawal/stoppage of annual increment.
- d) Option of re-designation.



4.1 Commencement

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

4.2 Monitoring and Evaluation

This policy shall be monitored and evaluated by the relevant Division to ensure effectiveness. The Monitoring and evaluation will be in line with the existing CLE Monitoring, Evaluation, and Reporting framework. Information arising from these processes shall be instrumental in;

- a. Developing and maintaining strategies and mechanisms for monitoring and evaluation of this Policy.
- b. Undertaking regular checks on the implementation of the Policy.
- c. Planning and management.
- d. Proposing potential areas for review.

4.3 Review

The Policy will be reviewed as and when the need arises intending to enhance the efficient delivery of effective outcomes.





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