



KENYA FOREST SERVICE

DOCUMENT TITLE:HUMAN
RESOURCE PLANNING

REF NO:KFS-HR&AD-008

ISSUE NO: 2

REVISION NO: 1

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ISSUE HISTORY

ISSUE	DESCRIPTION OF CHANGE	PROCESS OWNER	EFFECTIVE DATE
1	None, no change has been done	HEAD PLANNING AND RESOURCING	10 th June 2010
2	Changes Done to conform to ISO 9001:2015 standard	HEAD PLANNING AND RESOURCING	31 st May 2018

REFERENCED DOCUMENTS

S/NO	REF	TITLE
1	QPM	Quality Policy Manual
2	PM	Procedure Manual
3	WI	Work Instructions
4	FCMA	Forest Conservation Management Act
5	EMPL ACT	Employment Act 2007
6	CP	Career Progression
7	STAFF EST	Staff Establishment
8	REDS	Re-designation Policy
9	SP	Strategic Plan 2018-2022

COPY HOLDERS

1	Chief Conservator of Forests
2	QMR
3	MHRA
4	HPR

RECORDS/ANNEXES

REC. NO	REC. TITLE
CONF/APPT/1/KFS 137	Senior Staff Posting & Appointment
APPT/1/KFS 289	Postings & Transfers
HRA/4/KFS 263	Casual Employment & Application

PREPARED BY:MHRA

APPROVED BY: CCF



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REC. NO	REC. TITLE
HRA/2/KFS 261	Recruitment & Selection
HRA/3/KFS 181	Appointment & Promotion
LEV/1/KFS 272	Correspondence on Annual leave Applications
HRA/4/KFS/260	Job Applications responses/Regrets
HRA/1/KFS	Applications for Employment and responses

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1. TERMS AND DEFINITION

TERM	DEFINITION(S)
KFS	Kenya Forest Service
KPI	Key Performance Indicator
CSF	Critical Success Factor
CCF	Chief Conservator of Forests
DCCF	Deputy Chief Conservator of Forests

2. SCOPE

This procedure covers processes of Recruitment & Selection, Leave management, transfers and deployments, temporary staff management, promotions and upgrading designation and data base management.

3. PURPOSE

- 3.1.1. To ensure that the organization has the right number of employees with the right skills at the right time.
- 3.1.2. To ensure that employees are fairly at equitably promoted from within.
- 3.1.3. To ensure that employees proceed on leave at appropriate times and work flow is maintained.
- 3.1.4. To ensure that employment of temporary staff in done in line with the employment Act and HR Manual.
- 3.1.5. To ensure that Re-designations are done in line with the re-designation policy.


4. OBJECTIVE

NB: Refer to the performance contract.

CSF	KPI	TARGET(S)	DUE

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5. RESPONSIBILITY AND AUTHORITY

5.1. Chief Conservator of Forests

- 5.1.1. Approve appropriate FCC policies and strategies
- 5.1.2. Provide adequate resources

5.2. Chief Conservator of Forests


- 5.2.1. Approve budget for appointments and Promotions.
- 5.2.2. Approve Appointment and promotions minutes
- 5.2.3. Approve Appointment and Promotions of employees
- 5.2.4. Approve payment of temporary staff
- 5.2.5. Approve transfers and Deployments

5.3. Manager, Human Resource and Administration

- 5.3.1. Provide supervisory role to the Head of Planning and Resourcing
- 5.3.2. Review Board Management papers
- 5.3.3. Identification and presentation of vacancies arising from staff exits and departmental needs
- 5.3.4. Advice the CCF on Recruitment and Selection matters
- 5.3.5. Prepare Recruitment and Selection Budgets
- 5.3.6. Signing of casual appointment letter
- 5.3.7. Implementing transfers and deployments
- 5.3.8. Approving leave
- 5.3.9. Carry Out Job Evaluation

5.4. Head Planning And Resourcing

- 5.4.1. Preparing indents for purposes of advertising vacancies
- 5.4.2. Drafting Job adverts
- 5.4.3. Receiving of Applicant's CVs and testimonials

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- 5.4.4. Ensures that Summarizing of the CVs is done as per qualifications.
- 5.4.5. Participating in the shortlisting of the qualified candidates.
- 5.4.6. Setting up interview dates in liaison with the HR Manager.
- 5.4.7. Communicating to the shortlisted and successful candidates
- 5.4.8. Conducting induction of the new employees
- 5.4.9. Receiving leave roasters from the supervisors and ensuring that it is captured in the leave database.
- 5.4.10. Ensuring proper computation of leave.
- 5.4.11. Identification of shortage and surplus of employees in work stations.
- 5.4.12.4.3.12 proposing transfer of the surplus employees to where there is shortage and writing the transfer letters.
- 5.4.13. Receiving requests from departments to hire temporary staff due to workload and implementing the requests by identifying the most suitable candidate from the data base or applicants.
- 5.4.14. Preparing muster roll for payment of temporary staff.
- 5.4.15. Receiving re-designation requests from employees, analysing the requests and presenting them before the Appointments and Promotions Committee for their approval.

5.5. Manager, Finance and Accounts

- 5.5.1. Availing financial resources for recruitment and selection

1. RESOURCES, INPUTS AND OUTPUTS

1.1. Resources

- 1.1.1. Finances
- 1.1.2. Personnel
- 1.1.3. Infrastructure

1.2. Inputs

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- 1.2.1. Job adverts
- 1.2.2. Leave forms and Roosters
- 1.2.3. Transfer Order
- 1.2.4. Approved interviews minutes
- 1.2.5. Appointments an Promotions Committee

1.3. Outputs

- 1.3.1. Appointment Letter/Regret letter(for unsuccessful candidates)
- 1.3.2. Approved leave form
- 1.3.3. Contract letter
- 1.3.4. Transfer letter
- 1.3.5. Retirement letter

2. CRITERIA OF MEASUREMENT

NB: Refer to Performance progress reports

3. RISK AND OPPORTUNITIES

NB: Refer to the Service’s Risk register

4. EVALUATION OF PROCESS

NB: Refer to the Monitoring and Evaluation Reports.

5. DETAILS OF PROCEDURE

5.1. Recruitment & Selection

HR receives employment requests from head of various departments

- 5.1.1. Checking with the establishment whether a vacancy exists.
- 5.1.2. Presentation of requests to appointment and promotions committee for recommendation to hire new employees.

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- 5.1.3. Drawing up of a budget for discussion with the finance manager
- 5.1.4. Seeking approval for hiring from the CCF.
- 5.1.5. Placement of advert in the dailies
- 5.1.6. Receiving of applicants CV's and testimonials,
- 5.1.7. Summarizing of the CV's as per qualifications.
- 5.1.8. Shortlisting and setting up interview date.
- 5.1.9. Communicating to the shortlisted candidates.
- 5.1.10. Interview is conducted.
- 5.1.11. Seeking approval of the successful candidates from the CCF
- 5.1.12. Communication of the new employees
- 5.1.13. Issue of Appointment letter
- 5.1.14. Induction/ Orientation.
- 5.1.15. Placement

5.2. Leave Management

- 5.2.1. Receiving of leave roasters from supervisors
- 5.2.2. Capturing the leave roaster in the database for management
- 5.2.3. Receiving leave application forms through the registry
- 5.2.4. Computation and approval of leave
- 5.2.5. Capturing the data in the database
- 5.2.6. Facilitate payment of leave allowance in the payroll
- 5.2.7. Ensure that employees in hardship areas are paid leave allowance twice
- 5.2.8. Follow up recovery of leave allowance for the employees who did proceed on leave.

5.3. Transfers / Deployments

- 5.3.1. Identification of shortage and surplus of employees in work stations

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- 5.3.2. Propose transfer of the surplus employees to where there is shortage
- 5.3.3. Approval of the transfer
- 5.3.4. Write transfer / deployment letters to affected officers and forward them to the registry for dispatch.
- 5.3.5. Constant review of employees who have stayed in one station for 3 years and above and cause their transfer
- 5.3.6. Facilitate process of transfer allowance in the payroll

5.4. Temporary Staff Management

- 5.4.1. Receive requests from departments to hire temporary staff due to workload
- 5.4.2. Check database for suitable candidates for the required job
- 5.4.3. Contact the candidate for availability
- 5.4.4. Agree on the terms and conditions of the contract
- 5.4.5. Issue letter of appointment (3 months), and acceptance
- 5.4.6. Reporting and induction of the new temporary staff
- 5.4.7. Preparation of muster roll as per days worked
- 5.4.8. Renewal of contract as per supervisor's request
- 5.4.9. Monitor the casuals on their attendance and the kind of work they do

5.5. Promotions / Upgrading

- 5.5.1. Identification of vacancies resulting from exits
- 5.5.2. Getting approval from the Management / Board to fill the vacancies
- 5.5.3. Placing of Internal advert
- 5.5.4. Receiving of the applicants' CVs and testimonials
- 5.5.5. Summarizing of the CVs as per qualifications
- 5.5.6. Shortlisting
- 5.5.7. Setting of interview dates

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5.5.8. Communicating to the shortlisted candidates

5.5.9. Interviews

5.5.10.Communication to successful candidates

5.5.11.Induction / Orientation

5.5.12.Placement

5.6. Re-designation

5.6.1. Receiving of requests from employees

5.6.2. Analyzing the requests

5.6.3. Capturing the requests in the Agenda for discussion by the Appointment & Promotions Committee

5.6.4. Approvals & dis-approvals by the Appointment & Promotions committee

5.6.5. Communicating the outcome to respective employees through formal letters

5.6.6. Effecting the outcome where necessary

5.7. Database Management

5.7.1. Daily update of database resulting from various changes and activities in the section

5.8. Exit Management

5.8.1. Retrieve data of employees retiring within one year from the payroll database

5.8.2. Issuing of retirement notices

5.8.3. Issuing retirement letters 3 months before retirement.

5.8.4. Receiving resignations letter from respective employers

5.8.5. Issue acknowledgement Letter

5.8.6. Conducting exit interview

5.8.7. Issuing Clearance Forms

5.8.8. Issuing Certificate of Service

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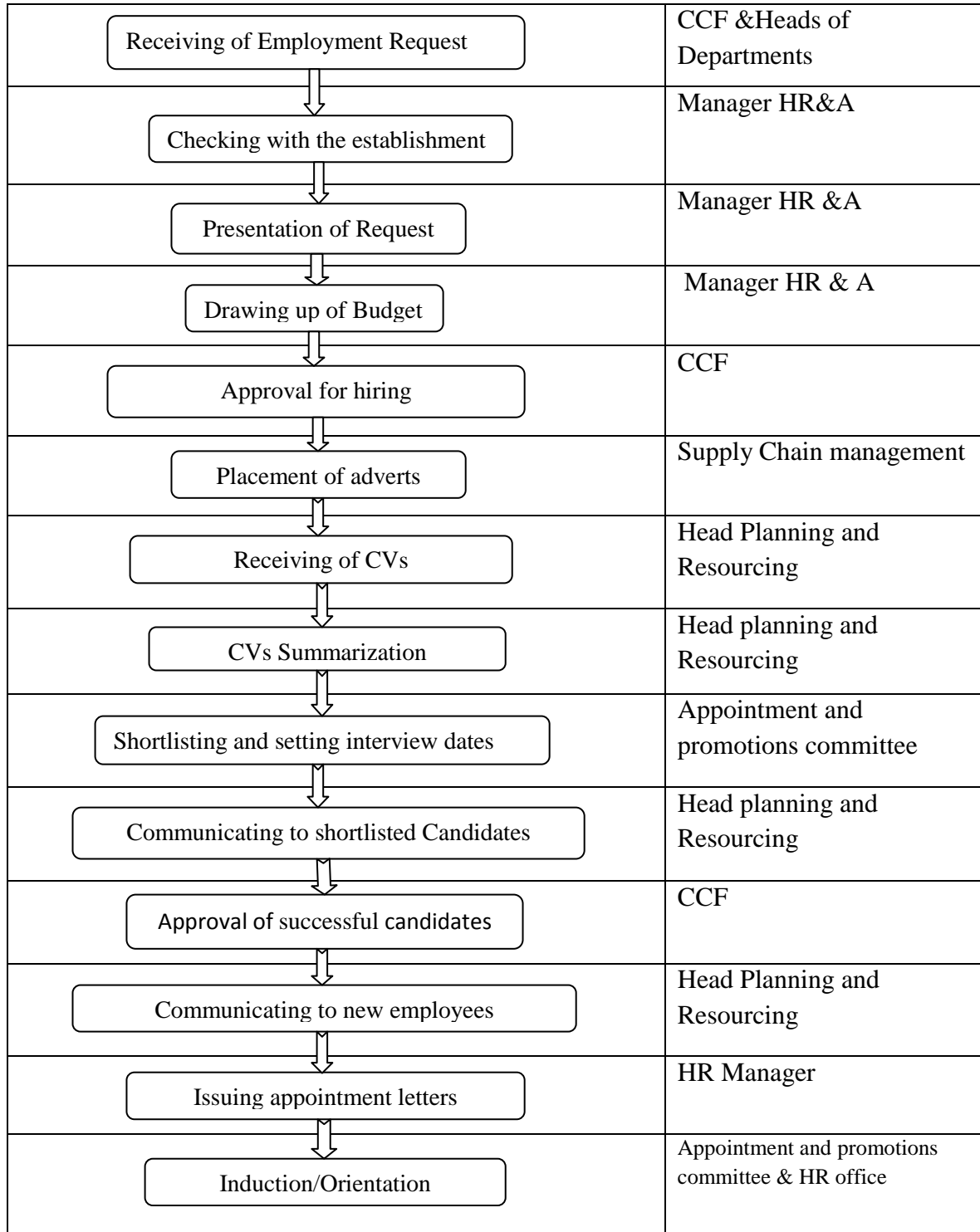
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6. PROCESS FLOW CHART

6.1. Recruitment and selection

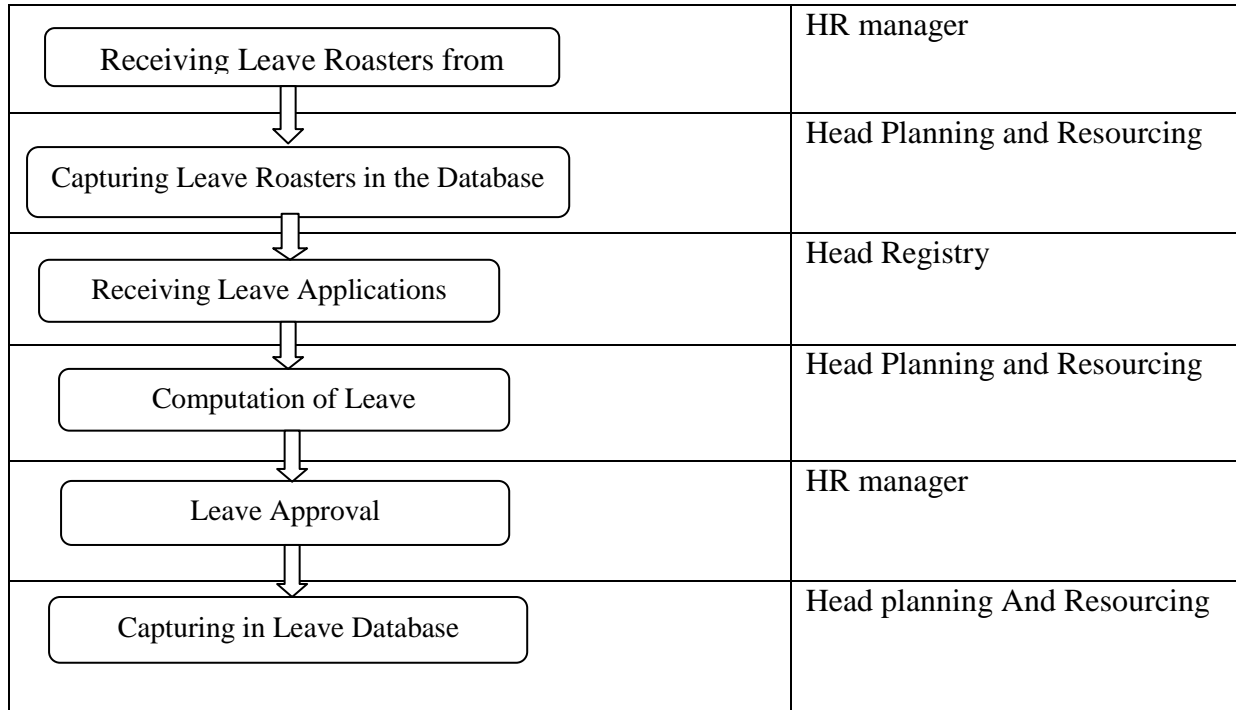


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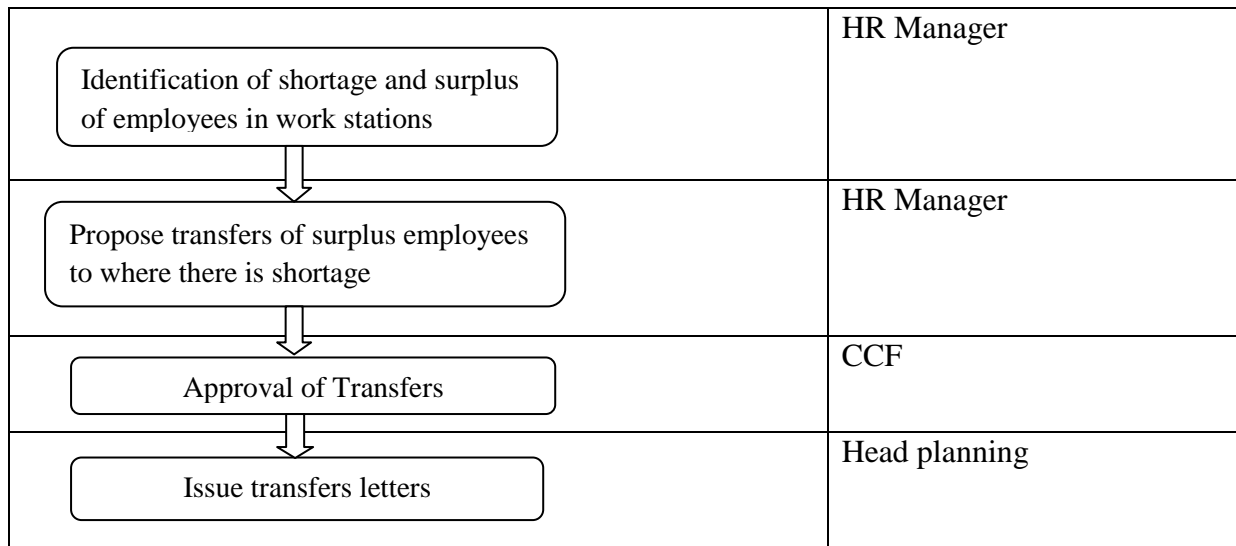
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6.2. Leave Management Procedure



6.3. Transfers and Deployment



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