




QUALITY MANUAL
SEKU/MR/QM/001



SEKU/MR/QM/001

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AUTHORIZATION STATEMENT

This ISO QMS Quality Manual has been issued by the ISO Coordinating Committee with the authorization of the Vice Chancellor of South Eastern Kenya University (SEKU). It is the overall policy document for the implementation of the quality management system. It shall serve as a guide to ensure the University develops implements and maintains a Quality Management System (QMS) compliant with the provisions of the ISO 9001:2008 Standard.

The University has embarked on a process to instill a culture of quality in the organization. Quality service and products will be part of SEKU orientation in its march towards becoming a globally competitive centre of excellence.



Prof. Geoffrey M. Muluvi, Ph.D.

VICE CHANCELLOR

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0.0 Introduction

The South Eastern Kenya University (SEKU) is a successor to the South Eastern University College, which was a Constituent College of the University of Nairobi, established by Legal Gazette Notice No. 102 of 2008. SEUCO in turn was a successor to Ukamba Agricultural Institute (UKAI), which was established in the 1970s to run TVET programmes. The University is located 25 km west of Kitui town in Kitui County.

0.1 The University profile

The South Eastern Kenya University (SEKU) is a successor to the South Eastern University College; SEKU admitted its first Joint Admissions Board (JAB) and self-sponsored students in May 2010. As the University develops and expands, and currently offers a diverse range of academic programmes, organized into 10 schools and 30 teaching departments. It is also strengthening its administrative and support services.

Currently, the University is rapidly developing its infrastructure and facilities, such as tuition blocks, hostels, internal road network, sports facilities amongst others. The University is continually recruiting professionally qualified academic, administrative and support staff.

SEKU has opened satellite campuses and centres in Kitui, Mtito Andei, Wote, Tala, Machakos and Mwingi towns.

SEKU main campus is located in Kitui County, Kwa-vonza location. The main campus land starts at 4 km from Kwa-vonza market along Kitui-Machakos road, in a serene environment conducive for learning.

0.1.1 History

South Eastern University College (SEUCO), was established through a legal Notice No. 102 of 18th July, 2008 as a Constituent College of the University of Nairobi. The Legal Notice clearly outlined the University College mandate, governance and management structures. It operated within the legal and regulatory framework of the government. The University College was granted a Charter on 1st March 2013 to become the South Eastern Kenya University (SEKU). The University Management adheres to international management practices and norms. Further, the University is governed by the Universities Act of 2012, University Charter and University Statutes.

SEKU is a successor to Ukamba Agricultural Institute (UKAI), which was upgraded to university college status through the above mentioned Legal Notice. This led to automatic and full transfer of “all rights, assets and liabilities held by UKAI or by anybody on behalf of UKAI” to SEUCO, and now to SEKU.

0.1.2 Mandate

The University’s main objectives and functions as outlined in its Charter will be to play a leading role in the development and expansion of the opportunities for higher education and research in agriculture, forestry, mining, energy, water and environmental sciences on arid and semi-arid lands (ASALs). This is in line with Vision 2030—Kenya’s long-term development plan—which recognises the importance of the ASALs.

0.1.3 University arms and divisions

The members of the University as stated in the University charter are:-

- a) the Chancellor
- b) the Chairman of Council;
- c) the Vice-Chancellor;
- d) the Deputy Vice-Chancellors;
- e) the Principals of Constituent Colleges;

- f) the Principals of Colleges within the University;
- g) the Registrars;
- h) the University Librarian;
- i) the Finance Officer;
- j) the Chief Legal Officer;
- k) the members of the Council;
- l) the members of the Senate;
- m) the Lecturers;
- n) non-teaching members of staff;
- o) the students;
- p) Alumni
- q) the convocation; and
- r) Such other members of staff of the University or any other body formally admitted into association with the University, as the Council may from time to time determine.

0.2 Fundamental Statements

The following are the vision, mission and core values of the South Eastern Kenya University:

0.2.1 Vision

A globally competitive centre of excellence in teaching, research, innovation and service

0.2.2 Mission

To provide, quality education through, teaching, research, extension, innovation and entrepreneurship with emphasis on dryland agriculture, natural resources and environmental management.

0.2.3 Philosophy

Arid to Green

0.2.4 Core Values

- a) Professionalism: to maintain ethical behaviour, courtesy and professional etiquette in all our actions and interactions
- b) Innovation: Innovativeness shall be the hallmark of our business activities through fostering pro-activeness, creativity, and adaptability to change
- c) Integrity: We shall be honest, transparent and accountable always
- d) Freedom of thought: We shall promote and defend academic freedom
- e) Teamwork: We shall maintain a sense of unity and of common interests and responsibilities
- f) Respect and conservation of the environment: We shall strive to respect and protect the natural and working environment

0.2.5 Objectives

The objects and functions of the University shall be to:-

- a) provide directly, or in collaboration, with other institutions of higher learning, facilities for technological, professional, and scientific education;

- b) advance knowledge and its practical application by research and other means;
- c) disseminate the outcomes of research by various means, and commercially exploit the results of such research;
- d) participate in technological innovation as well as in the discovery, transmission and enhancement of knowledge and to stimulate the intellectual life in the economic, social, cultural, scientific, and technological development;
- e) contribute to industrial and technological development of society in collaboration with industry and other organizations;
- f) make proposals for new programmes of study including those that culminate with degrees, diplomas and certificates;
- g) make proposals for the establishment of colleges, faculties, schools, institutes, departments, and other resource and administrative units as may be appropriate;
- h) inculcate a culture of innovation in technology, engineering, and science, amongst staff, students, and society;
- i) promote education in science, technology, engineering, and mathematics within the institution and society;
- j) develop an institution of excellence in teaching, training, scholarship, entrepreneurship, research, consultancy, community service, among other educational services and products, with emphasis on technology and its development, impact and application to society;
- k) provide a multi-level system of education and training that is relevant to the needs of the community covering a wide range of fields and levels with provision for recognition of prior learning and flexibility of transition between educational levels;
- l) provide for the development of technical and vocational education and training and related activities within the institution and the wider society;
- m) play a leading role in the development and expansion of opportunities for technological and vocational education and training;
- n) provide high quality educational, research, residential, commercial, cultural, social, recreational, sporting, and other facilities;
- o) facilitate student mobility between programmes of study at different technical training institutions, polytechnics, and universities;
- p) promote critical enquiry and creativity in education, training and research within the institution;
- q) participate in commercial ventures and activities that promote the objectives of the institution;

- r) foster the general welfare of staff and students;
- s) provide opportunities for development and further training for staff of the institution;
- t) develop and provide educational, cultural, professional, technical and vocational services to the community and in particular the fostering of corporate social responsibility;
- u) provide programmes, products, and services in ways that reflect the principles of equity and social justice;
- v) conduct examinations for, and grant such, academic awards as may be provided for in the statutes, and to syndicate examinations for awards at other institutions as may be approved by the Senate;
- w) generally facilitate the development and provision of appropriate and accessible academic and other programmes.

0.2.6 Quality Policy Statement

South Eastern Kenya University is committed to providing quality education and services that meet the needs of its customers and stakeholders through quality and relevant teaching, research, extension, innovation and entrepreneurship. The University is committed to quality work and a learning environment based in intellectual and academic freedom, teamwork, pursuit of excellence, professionalism, integrity and continuous improvement of its products (programmes/activities) and services to satisfy clients/customers. To be able to realize this commitment, the University will continually review its products (programmes/activities) and services to conform to the Quality Management Systems based on the ISO 9001 – 2008 Standards.

0.2.7 University Services

- Teaching
- Research and innovation
- Consultancy
- Extension and outreach
- Community service
- Administrative and support services

0.2.8 Physical address

SEKU main campus is located in Kitui County, Kwa-vonza location. The main campus land starts at 4 km from Kwa-vonza market along Kitui-Machakos road, in a serene environment conducive for learning. It is about 170 km from Kenya's Capital City, Nairobi, and 40 km west of Kitui town, which is the county headquarters. Its immediate neighbours include Kenyatta University Kitui Campus, the Goat and Sheep Project (GASP) and Nyumbani Village Children's Home. The main University College campus lies on 10,000 acres in Kitui County.

0.2.9 Structure and Governance

SEKU is a body corporate established by a Charter through an Act of Parliament. For its effective management it has various bodies

- Chancellor
- The Council
- The University Management Board
- The Senate
- Academic Boards of schools, campuses or constituent colleges
- Departmental Boards

0.2.10 University Clients

- Students
- Parents
- Staff
- The citizens
- Service providers
- Donors
- Suppliers
- Industry partners
- Linkages partners

0.2.11 University Stakeholders

The University stakeholders include

- The Government through Ministry of Higher Education
- The students
- Secondary schools and tertiary institutions
- Trade Unions
- The Donor agencies
- The private sector
- The commission for University Education
- Higher Education Loans Board
- The University council
- The University senate
- South Eastern Kenya University pension scheme

0.2.12 University Core Functions

- To provide university education aimed at producing mature and conscientious graduates with the skill, ability and desire to contribute to the well being and development of the people of Kenya in accordance with the national philosophy of mutual social responsibility.

- To provide education for national service and development which reflect the national cultural heritage.
- To generate and transmit knowledge, and develop skills through research and training at undergraduate and postgraduate levels, either directly or through the medium of connected colleges, schools, or institutes.
- To foster national consciousness and unity.
- To preserve, produce, process, transmit and disseminate knowledge and stimulate the intellectual life and cultural development of Kenya.
- To conduct examinations for, and to grant degrees, diplomas and other awards of the University.
- To determine who may teach, what may be taught and how it may be taught in the University.
- To play an effective role in the development and expansion of opportunities of Kenyans wishing to continue with the education.

0.2.13 Circulation List

Controlled copies of this manual have been circulated to the following officers of the University:

CIRCULATION LIST	
1.	VICE CHANCELLOR
2.	DEPUTY VICE CHANCELLOR - ACADEMIC AND STUDENT AFFAIRS
3.	DEPUTY VICE CHANCELLOR – FINANCE, PLANNING & DEVELOPMENT
4.	DEPUTY VICE CHANCELLOR – ADMINISTRATION AND HUMAN RESOURCE MANAGEMENT
5.	REGISTRAR – ACADEMIC AFFAIRS
6.	REGISTRAR – PLANNING AND DEVELOPMENT
7.	REGISTRAR – ADMINISTRATION AND HUMAN RESOURCE MANAGEMENT (MR)
8.	MANAGEMENT REPRESENTATIVE
9.	DEAN, SCHOOL OF AGRICULTURE AND VETERINARY SCIENCES
10.	DEAN, SCHOOL OF ENVIRONMENT AND NATURAL RESOURCES MANAGEMENT
11.	DEAN, SCHOOL OF BUSINESS AND ECONOMICS
12.	DEAN, SCHOOL OF EARTH SCIENCES
13.	DEAN, SCHOOL OF EDUCATION
14.	DEAN, SCHOOL OF PURE AND APPLIED SCIENCES
15.	DEAN, SCHOOL OF WATER RESOURCES, SCIENCE AND TECHNOLOGY
16.	DEAN SCHOOL OF HUMANITIES AND SOCIAL SCIENCES
17.	DEAN, SCHOOL OF INFORMATION AND COMMUNICATION TECHNOLOGY
18.	DEAN OF STUDENTS
19.	DIRECTOR, BOARD OF POSTGRADUATE STUDIES
20.	DIRECTOR, RESEARCH, INNOVATION AND TECHNOLOGY

21.	DIRECTOR, CATERING SERVICES
22.	DIRECTOR, PERFORMANCE CONTRACTING AND QUALITY MANAGEMENT SYSTEMS
23.	DIRECTOR, KITUI CAMPUS
24.	DIRECTOR, MACHAKOS CAMPUS
25.	DIRECTOR, MTITO ANDEI CAMPUS
26.	DIRECTOR, NAIROBI CAMPUS
27.	COORDINATOR, MWINGI CAMPUS
28.	COORDINATOR, TALA CAMPUS

NOTE:

1. A controlled copy of the Quality Management System Manual will be available in the designated shared drive on the server.
2. The printed copy held by the Management Representative is the final authority on content

1.0 Purpose

This Corporate Quality Manual establishes the Quality Management System (QMS) implemented by South Eastern Kenya University in order to ensure that products (programmes/ activities) and services conform to customer, applicable statutory and regulatory requirements, and ISO 9001:2008 standard requirements. The establishment of a Quality Management System ensures continual improvement that would enhance customer satisfaction and its application is aimed at making an important contribution to managing costs and risks, meeting quality objectives, driving organisational growth and enhancing stakeholder satisfaction.

The Quality Manual is the highest level document of the South Eastern Kenya University QMS in the hierarchy consisting of Policy Statement, Procedural Specifications (OP), and Work Instructions (WI) which together define the Quality Management System.

1.1 Scope

It applies to all processes, products, (programmes/activities) and services offered by SEKU in teaching, research, consultancy, extension, and administrative and support services

1.2 Exclusions

There is no permissible exclusion since all the requirements of the ISO 9001:2008 are applicable to SEKU activities.

2.0 Normative References

For effective implementation of a quality management system the following documents are indispensable

- a) *ISO 9001:2008 – QMS – Requirements*
- b) *University strategic plan 2013-2018*
- c) *University service charter 2009*
- d) *University calendar*

3.0 Terms and Definitions

The terms and definitions given in ISO 9001:2005 apply to this Quality Manual and any other management system established unless surpassed by the following definitions.

3.1 The university

Whenever the term SEKU is used it shall mean South Eastern Kenya University

3.2 Customer-

in SEKU this shall be the student, person funding the learner or the organizations that benefit from learning achieved by the learner

3.3 Interested party-

party having interest in the success or performance of the University

3.4 Quality management system –

set of interrelated or interacting elements that allow the University to establish its policies and objectives related to quality. These include the hardware (equipment), software (methods and procedures) and human ware (people)

3.5 Senate

means the Senate of the University established under Section 18;

3.6 University management board

means the University Management Board of the University provided by Section 17 of the Charter.

3.7 University council

means the council of the University established under Section 15;

4.0 Quality Management System (QMS)

4.1 General Requirements

SEKU has established, documented and maintains a QMS that is compliant with the requirements of ISO 9001:2008 standard. In view of this the University has

- a) Defined and managed the processes in educational design, development and delivery
- b) Determined the sequence and interaction of processes
- c) Determined criteria and methods needed to ensure that both the operation and management of these processes are effective
- d) Ensured the availability of resources and information necessary to support the operation and monitoring of these processes
- e) Ensured monitoring and analysis of these processes and conditions of acceptance at the time of delivery
- f) Ensured implementation of actions necessary to achieve planned results and continual improvement of these processes.

Outsourced processes are managed as per Public Procurement and Disposal of Idle Assets Regulations.

4.2 Documentation Requirements

4.2.1 General

In conformity with ISO 9001:2008 the University maintains essential documents to support the QMS. The documentation of the QMS is built as a pyramid, divided into three levels.

Level 1 Quality Manual **SEKU/MR/QM/001** which contains the Universities default documents that describe the system and the policies required to control processes. QM adopts a flexible structure for inclusion of other documents applicable to the University.

Level 2 Consists of division's procedure manuals and other procedures required by ISO 9001: 2008 interaction standards

Level 3 Consists of documents and or records that detail objectives, evidence of operations of a process to support QMS they may also be generated or demanded by any of the other two levels. It consists of forms, worksheets, workbooks, registers, checklists, minutes, cards, certificates.

4.2.2 Quality Manual

4.2.2.1 The quality manual describes the scope of SEKU QMS and interactions of core and support functions. It makes reference to documented procedures established for the QMS. The Quality Manual is designed to follow the clause structure of the ISO 9001: 2008 standard for easy interpretation.

4.2.2.2 The management representative (MR) has been designated the responsibility for the development and maintenance of this QM and related quality procedures to demonstrate how processes work in the University. The Quality Manual has been Authorized by the Vice Chancellor and issued by the MR.

4.2.2.3 All the documents established for the application of the QMS have been authored and authorised as described in sub clause 4.2.3

4.2.3 Control of Documents

The purpose of controlling documents is to ensure that the documents of the QMS are continually updated and are available for use. To achieve this objective SEKU has established a detailed procedure for control of documents **SEKU/MR/OP/002** describing arrangements for:

- a. Approving, reviewing, updating and re-approving internal documents including their identification and revision status.
- b. Controlling external documents such as regulations, Government circulars, legislations that need to be continually updated
- c. Ensuring that relevant versions of applicable documents are available to the University personnel.
- d. Ensuring documents remain legible and readily identifiable.
- e. Preventing the unintended use of obsolete documents.
- f. Managing and controlling student legal documents to ensure traceability of the services rendered and verifying the fulfillment of requirements in every established educational stage.

4.2.4 Control of Records

A record provides the University with the information on the activities carried out such as results obtained in each stage of education provision. In order to provide adequate information on the implementation of the QMS:

- a. All functions of the University have established and maintain records
- b. The records required to support conformity with QMS requirements are defined by each procedure.
- c. The concerned departments store, file and maintain their respective quality records in locations where they are protected from deterioration, damage or loss.
- d. Retention times, disposal of most records are well covered in the Government established legislations and regulations such as procurement records management manual.

Student records and instructional records are maintained within the privacy protection guidelines. A records control procedure **SEKU/MR/OP/003** has been developed to enhance efficiency in records management in the University.

5.0 MANAGEMENT RESPONSIBILITY

5.1 Management Commitment

The University senior management is fully committed to the development and continual improvement of the QMS. Towards this end, an implementation committee of management was established to oversee the implementation process. Through the committee, the University management has ensured that

- a. Communication of the importance of meeting customer as well as statutory and regulatory requirements has been done.
- b. A clear quality policy has been established and effectively communicated to all staff.
- c. SMART quality objectives have been established and are continually reviewed and consistently pursued.
- d. Sufficient resources are availed by Management to support all aspects of the QMS

5.2 Customer Focus

The Senior Management has ensured that customer requirements are determined and are met with the aim of enhancing customer satisfaction. The University recognizes that it has three sets of customers, who are the students, the guardians/sponsor funding the students (who may be the students themselves) and the organizations that employ graduates from the university. Towards this end, the University Management has ensured:

- a. The University has designed and implemented systems of capturing customer needs and expectations. Since these customer requirements are often implied, they are defined and documented as curriculum requirements that include well defined learning outcomes and specified performance indicators and instructional designs.
- b. Continuously obtains customer feedback on their satisfaction with the University's services which forms input into the instructional designs
- c. Has established mechanisms for continually incorporating feedback obtained in (a) and (b) above in its product (programmes), policies and strategies.
- d. The Customer expectations for each service are documented in the University service delivery charter

5.3 Quality Policy

The University has documented a quality policy which is consistent with the professional standards, Government regulations and the University's vision. It has communicated the policy and is used for leading and guiding decision-making for all personnel involved in the improvement of the University's processes. Below is the quality policy statement of the University:

"SEKU is committed to providing quality education and services that meet the needs of its customers and stakeholders through quality and relevant teaching, research, innovation, outreach and entrepreneurship.

The University is committed to a quality work and learning environment that is grounded in intellectual and academic freedom, teamwork, pursuit of excellence, professionalism, discipline and continuous improvement of its products (programmes/activities) and services so as to achieve

client/customer satisfaction. In order to realize this commitment, the University will continually review its products (programmes/activities) and services to conform with the Quality Management System based on the ISO 9001 – 2008 Standards”

5.4 Planning

5.4.1 Quality Objectives

- 5.4.1.1 The University has established quality objectives in its Strategic Plan which is the roadmap of the direction the University would like to take. These objectives have been cascaded downwards into Schools’ objectives and include performance measures and indicators. These are usually translated into performance contracts which are monitored and reported to government as per regulations.
- 5.4.1.2 Quality Objectives are set in relation to various services offered, which are measurable and oriented towards specific results

5.4.2 QMS Planning

QMS planning is carried out to meet the general requirements of the QMS and the quality objectives. The University employs strategic development plans that include the following:

- a) Short-term, medium-term and long-term objectives
- b) Identification of potential areas of development
- c) Prioritization of product (programmes), projects and actions
- d) Resources available for the projects
- e) The University diagnostics (strengths, weaknesses, opportunities and threats)
- f) Risk evaluation and assessment

When the University plans and implements changes to the QMS, it ensures that the changes do not affect the integrity of the system.

5.5 Responsibility, Authority & Communication

5.5.1 Responsibility and Authority

The University Management has set up clear responsibility and authority for all employees which is clearly defined and communicated throughout the University in the form of the University organizational structure (organogram) and Human Resource Manual.

To this end:

- a) Job descriptions indicating responsibility are issued to employees in the organization with their respective letters of appointment
- b) Signed copies of job descriptions are placed in the employees’ personal files
- c) All job descriptions where appropriate include clauses on the employee’s delegated authority for QMS where applicable.

5.5.2 Management Representative

The University has formally appointed the Deputy Vice Chancellor Administration and Human Resource Management as the ISO QMS Management Representative (MR). His responsibilities among other duties include:

- a) Ensuring that processes needed for the QMS are established, implemented and maintained
- b) Reporting to the Management on the performance, and establishing mechanisms for continuous improvement, of the QMS
- c) Implementing preventive and corrective actions where necessary
- d) Carrying out internal audits as per the requirements of the ISO 9001:2008 Standard
- e) Ensuring the promotion of awareness of customer requirements throughout the University
- f) Liaising with concerned external parties on the matters relating to the QMS

5.5.3 Internal communication

The University Management has established effective communication vertically as well as horizontally throughout the different University operational units. This is to ensure that there is adequate sharing of information related to the performance of the University and effectiveness of the QMS.

The modes of communication used include:

- a) Formal meetings of various University statutory and non-statutory committees
- b) E-mail, internal memos and bulleting board postings among others

5.6 Management Review

5.6.1 General

Senior University Management reviews the University's QMS after every six months, to ensure that the QMS is continually suitable, adequate and effective. This review includes assessing opportunities for improvement and the need for change to the QMS, review of instructional and support systems, customer satisfaction, evaluation of results and documented improvements. Records from this review are clearly documented and maintained for future reference.

5.6.2 Review Input

The inputs to the Management Review include but are not limited to information on:

- a) Quality audit reports
- b) Students and/or other customer feedback
- c) Reports of benchmarking with other organizations
- d) Process performance and service provision conformity
- e) Recommendations for improvement from University implementing units and audit reports
- f) Budget available for the QMS implementation
- g) Status of corrective and preventive actions
- h) Status of follow-up on graduates

- i) Follow-up actions from previous Management Reviews
- j) Any statutory, functional and operational changes that can affect the implementation of the QMS

5.6.3 Review Output

The output from the review includes any decisions and actions related to:

- a) Improvement processes for teaching and learning including revision or redesigning , review of textbooks or interactive learning programme when it is changed
- b) Adjustment to administrative and operational processes

Financial, human and material resources needed to implement the recommended changes

6.0 RESOURCE MANAGEMENT

6.1 Provision of Resources in the University

The University has established arrangements for identifying resource needs for effective performance of the teaching and learning processes. The University has also established availability of resources for the effective functioning of the QMS as well as those related to meeting customer requirements.

To this end, the University:

- a) Has established mechanisms for identifying resource needs
- b) Carries out resource planning in short, medium and long terms
- c) Performs follow-up verifications and tasks assessment
- d) Communicates effectively regarding the same

6.2 Human Resources

6.2.1 General

The University has an elaborate human resource management system to attract, maintain and improve the skills and competence of the teaching and support staff. To achieve this, the University has developed an elaborate:

- a. Scheme of service for staff **SEKU/ADM/HR/001**
- b. Terms and conditions of service for various cadres of staff **SEKU/ADM/HR/002**
- c. Maintains agreements with unionizable workers **SEKU/ADM/** , **SEKU/ADM/** and **SEKU/ADM/** respectively
- d. recruitment procedure **SEKU/ADM/**
- e. induction procedure **SEKU/ADM/**
- f. training policy and procedure **SEKU/ADM/** and **SEKU/ADM/** respectively

6.2.2 Competence, Awareness and Training

The University shall from time to time:

- a) Continuously determine the necessary competence and numbers of staff performing work affecting product quality
- b) Ensures staff competence is measured and reviewed through an objective performance appraisal system, which is used to measure performance against a set of objectives and define continuous improvement and development plans for employees
- c) Provide training or take any other actions to satisfy these needs in case they are not met, and further evaluate the effectiveness of such actions in case they are taken
- d) Ensure that staff is aware of the relevance and importance of their activities and how they contribute to the achievement of the overall objectives of the organization.
- e) Maintain appropriate records of education, training, skills and experience of all the permanent staff employed in SEKU
- f) Ensure that customer requirements are matched with requisite human resources in awareness of QMS, skills and competence.

6.3 Infrastructure

The University from time to time ensures that necessary infrastructure for achieving programme, activity and service requirements are determined, provided and maintained. The University has defined responsibilities and authorities for bidding, purchase, reception, storage, safeguarding, installation, and usage and maintenance of infrastructure. There are also elaborate product (programmes) for planning, provision and maintenance of the necessary infrastructure.

Infrastructure needed for realization of products and services includes:

- a) Buildings, lecture space, workspace, Laboratories, and workshops
- b) Associated services such as water, electricity, fuels, and health services
- c) Equipment for the teaching and learning process such as supplies and consumables
- d) Support services such as transport, cafeterias, bookshop, salons and banking services

6.4 Work Environment

The University shall determine and manage the work environment needed to achieve conformity to programme, activities and services requirements. These work environment conditions will include safe classrooms, offices, laboratories, hostels and aesthetic common spaces free of health hazards and physical distractions.

7.0 PROGRAMME, ACTIVITY AND SERVICE REALIZATION

7.1 Planning of Programme/Activity and Services Realization in the

University

In order to ensure that the services offered meet the desired objectives, planning is an important prerequisite. The following are usually incorporated into the plans:

- a) The different stages of instructional design, development, delivery and evaluation
- b) Support services activities
- c) Resource allocation for all the processes such as hiring relevant, designing and developing curricula, admission, and securing accreditation of product (programmes) among others
- d) Programme evaluation criteria
- e) Improvement activities in order to realize the desired outcome.
- f) Records for demonstrating confidence of conformity of process and service requirements.

7.2 Customer-Related Processes

For all types of courses and other services offered by the University, customer requirements (documented or otherwise), statutory and regulatory requirements, and any other University requirements related to the courses or services shall be determined. This is to ensure that the University meets all such requirements during service delivery. The University shall ensure that all members of staff treat interested parties with respect.

7.2.1 Determination of Requirements Related to the products

The University requirements are expressed as behavior needed to meet academic, professional and society's expectations. The University has determined

- a) Requirements specified by the customer, including the requirements for delivery and post delivery activities
- b) Requirements not stated by the customer but necessary for specified or intended use where known
- c) Statutory and regulatory requirements related to the provision of educational products (programmes/activities) and services
- d) Additional requirement essential to the satisfaction of customer expectations

7.2.2 Review of Requirements Related to the Service

The University reviews requirements related to key services/product (programmes) prior to the commitment to render it; that is, before the signing of any agreement. The review serves the purpose of ensuring:

- a) The client's requirement(s) for the service are clearly defined
- b) Any requirements not consistent with the standard service definition are resolved
- c) That the University has the capacity to meet the defined requirements
- d) In case of non-written requests, University staff confirms the veracity and validity of the information provided

7.2.3 Customer Communication

Various processes have been designed for communication to customers in relation to various aspects of product and service delivery. Such methods include use of website and brochures, press releases, letters, and meetings. The University also has established a mechanism for resolution of customer complaints as well as receiving customer feedback through baseline surveys. The University shall at all times ensure that these communication methods are effective and customers receive the appropriate attention and information.

7.3 DESIGN AND DEVELOPMENT

7.3.1 Design and development planning

In areas where design is necessary such as the development of curriculum, an effective design process is usually implemented to ensure that planning for the design and development takes place and the inputs and outputs of the design meet requirements. Design validations and verifications are also carried out and any changes to designs are approved before implementation. The following are usually incorporated in the curricula design:

- a) How the instructions can help the students to become competent
- b) How new requirements can be met
- c) Specific criteria to measure the program effectiveness
- d) Whether skills being taught meet curricular requirements

These also apply in the development of a new curriculum as per procedure **SEKU/MR/ACD/2** and any other services where design of the original concept is necessary. The person responsible usually manages the various interfaces between the groups involved to ensure effective communication and clear responsibility assignment.

7.3.2 Design and development inputs

The design and development inputs requirements related to the products (programmes/activities) and services have been determined. These include:

- a) Results of the effectiveness of instructional materials
- b) Data on student learning capacity
- c) Required competence of lecturers
- d) Prerequisite for courses
- e) Relevant statutory and regulatory provisions that shall include the application of technical regulations or international standards and relevant codes of practice as needed
- f) Information from similar previous designs
- g) Market intelligence reports and surveys

Before finalizing the input requirements, the University ensures that the inputs are adequate; the requirements are complete and unambiguous. The design inputs are approved and records kept.

7.3.3 Design and development outputs

The design and development output is the specification of the characteristic of the programme, activity or service rendered to the customer. The design and development output include:

- a) Skills and knowledge to be acquired
- b) Performance assessment
- c) Appropriate instruction strategies
- d) Reliable delivery media

The University ensures that the design and development outputs meet input requirements for both core functions and support services carried out by the University

7.3.4 Design and development review

At suitable stages systematic reviews are carried out on the design to evaluate the ability of the products (programmes/activities) and services to meet expected results and identify any problems and propose the necessary actions. The participants of the review include the various functional units concerned. The records of the results of the review are maintained.

7.3.5 Design and development verification

The design stage results are assessed to assure conformity with input requirements. This is done in progressive stages depending on the design or project size, by internal staff and/or specialists who did not participate in the design and development. The results of the verification and subsequent follow-ups are recorded.

7.3.6 Design and development validation

To ensure that the characteristics of the planned programme are met by the resulting curriculum, validation is carried out. This is done prior to the delivery of the product to ensure it is fully developed and that it is capable of meeting the requirements for the specified application or intended use, where known. Piloting and certifications are usually employed as the methods of validation. Records of the validation are maintained.

7.3.7 Control of Design and development changes

In the University, design and development changes are made and documented in the design and development output documents. This includes periodic curricula and syllabi reviews. These are usually identified, documented, duly authorized and communicated.

7.4 PURCHASING

7.4.1 Purchasing Process

In the purchasing of goods and services, SEKU shall be guided by Government regulations and the University policies and procedures. In order to ensure that purchases conform to specified purchase requirements, the University has developed a procurement Procedure manual **SEKU/MR/PROC/1**. In addition, the University shall generally be guided by the Public Procurement and Disposal of Idle Assets Act of 2005 and Regulations of 2006, procurement records, management procedures and procurement manual.

7.4.2 Purchasing Information

To ensure quality in the purchasing process, the following information is provided for all important items to be purchased as contained in the SEKU procurement manual:

- a) Clear specifications
- b) Conditions that must be satisfied by the supplier including their personnel competence, experience in producing/selling such items, statutory requirements by the Government of Kenya
- c) QMS status of the supplier

In all cases, the adequacy of information provided is verified before communicating to the suppliers. Evidence of such communication is maintained.

7.4.3 Verification of Purchased Product

The University has established and maintains clear receiving and inspection procedures to ensure conformity of purchased items to the institution's requirements. All purchased items that do not conform to the University's specifications are rejected at the verification stage.

7.5 PRODUCT (PROGRAMME/ACTIVITY) AND SERVICE PROVISION

7.5.1 Control of Service Provision

To ensure consistency in the quality of product (programmes)/services, the University has established control of processes which include the following:

- a) Admission and enrolment of students
- b) Curricula design for different subjects
- c) Allocation of teaching loads
- d) Provision of work instructions for laboratories and workshops
- e) Allocation of resources for off campus instructions such as field attachments
- f) Developing course materials
- g) Establishment of methods for verifying academic performance
- h) Allocation of lecture halls, laboratories and other spaces

7.5.2 Validation of Processes for Service Provision

Validation of processes is done where monitoring and measurement cannot be carried out such as in the use of new software, approval of equipment and lecturers qualifications. For such cases, the following validation steps are usually undertaken:

- a) The process is reviewed and approved to ensure its capacity to achieve planned results
- b) Personnel who are competent with the necessary training, qualification and experience are designated
- c) Maintaining records that allow feedback based on actual process results
- d) Defining necessary equipment and infrastructure

7.5.3 Identification and traceability

Identification and traceability of information in the University is applied in the following areas:

- a) Curricula, course content and unit codes
- b) Student identification records
- c) Learner group schedules
- d) Ongoing monitoring and the status of performance of students

7.5.4 Customer Property

Customer property in the University includes what is provided by the students/customer at the moment they are admitted/employed or during service delivery. These will include among other documents:

- a) Certificates of previous learning levels
- b) Any intellectual property
- c) Medical examination or certificates
- d) Exams and tests sat by the student
- e) Final works and projects

7.5.5 Applications submitted for registration

- f) Records and documents of academic history
- g) Student / customer owned equipment

7.5.6 Preservation of Product (Programmes)

The University preserves academic documents such as syllabi, curricula and other printed and electronic materials, other supplies for education such as chemicals, tools and equipment for practical's.

7.6 Control of Monitoring and Measuring Devices

Measuring devices used to determine conformity of any product or service to requirements shall be validated appropriately to ensure measurement capability is consistent with the measurement requirements. Monitoring and measurement is carried out during the curricula delivery in the form of performance profiles, assessments, observations to check whether lecturers are following the teaching plan and final examinations. In case equipments are used at any stage, they shall be calibrated to assure the integrity of the results.

8.0 MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1 General

The University has established processes for collecting information that ensure effective teaching and learning and operation of the other support processes. These include customer satisfaction surveys, learners' feedback, variables related to students, teaching staff, support staff, indicators such as failures, dropouts, and various statistical charts.

This is generally implemented in three stages

- a) Decision on which measurements will be of value to monitor
- b) Observing and coming up with qualitative /quantitative measures
- c) Analysis and converting information into useful knowledge

8.2 Monitoring and Measurement

8.2.1 Customer satisfaction

Customer satisfaction is continually monitored and measured. The trend indicators are usually documented and these are communicated to interested parties. These include customer satisfaction surveys, feedback from students and response to complaints.

8.2.2 Internal Quality Audits

Internal audits are carried out at planned intervals every six months. These consider all aspects of the operations of the University like curricula development, delivery and review and associated failures, accreditation and certifications, QMS requirements, verifying whether sufficient resources have been provided to achieve quality objectives, checking of activities of staff that may affect quality, and ensuring that requirements of ISO 9001:2008 are well understood. The results of the audits are documented and addressed at the management review meeting. The audits are usually carried out according to internal audit procedure **SEKU/MR/OP/004**

8.2.3 Measurement of processes

The University monitors and measures the processes used to manage and deliver products. These include but are not limited to administration of enrolments and assessments, various products (programmes) of curricula delivery, support processes and management of records.

8.2.4 Measurement of Products (Programmes/ Activities) and Services

The University has established methods for monitoring its educational Product (Programmes/Activities) and Services outcomes. Assessments, tests and examinations are used to measure progress towards fulfilling curriculum requirements.

8.3 Control of Non-conforming Products (Programmes/Activities) and Services

Non conformities are the non-fulfillment of the requirements. They are usually found but are not limited to such areas as training plans, student/ teaching staff performance, student records, and support materials among others. Where non-conformity occurs, action is usually taken to ensure that the non-conformity does not reoccur. Non-conformities are handled as per the procedure for control of non conforming products **SEKU/MR/OP/005**

8.4 Analysis of Data

Data resulting from the monitoring and measurement of processes and products, management reviews, feedback from customer satisfaction surveys, suppliers, teaching and administrative staff competence, and performance of educational products are converted into information to make them meaningful, useful and relevant to the University. The data is analyzed using accepted methods of analysis and the solution to problems such as cause and effect diagrams, flow charts, and Pareto circle. The analysis facilitates continual improvement through corrective and preventive actions.

8.5 IMPROVEMENT

8.5.1 Continual Improvement

The University continually improves the effectiveness of the QMS by using the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review processes and strategic documents.

Comparative information through benchmarking is also used as a tool to evaluate results against best practices or external measures of performance for continual improvement.

8.5.2 Corrective Action

The University has established and documented procedures for taking corrective actions including analysis related to the main causes to assure effectiveness and to avoid or minimise recurrence of the non-conformities. Corrective actions are designed to reduce or mitigate, or eliminate the causes of the non-conformities such as:

- a) Non-conforming curriculum
- b) Non-achievement of objectives
- c) High dropout rates
- d) Deviations from product (programmes) and plans
- e) Customer complaints
- f) Outputs from audits
- g) Non conformities identified during monitoring and measurement of processes and products

The corrective actions are handled according to corrective action procedure **SEKU/MR/OP/006**

8.5.3 Preventive Action

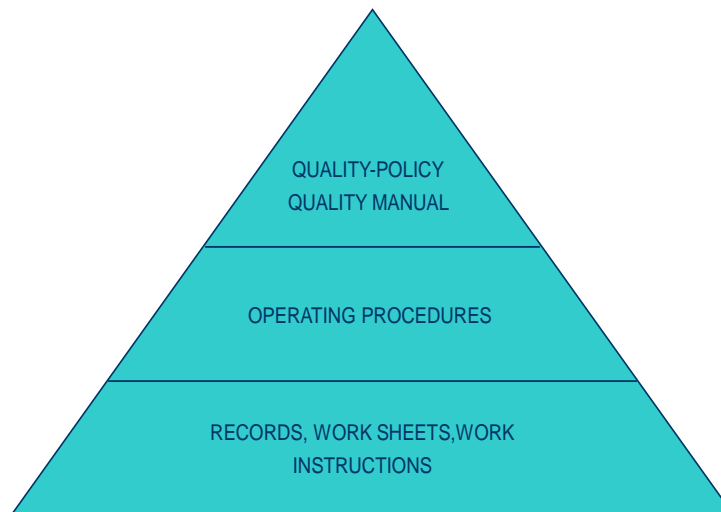
The University has established and documented procedures for taking preventive actions that result from the cause analysis of potential non-conformities and improvement opportunities of the processes and the QMS. Data used include that from:

- a) Trend analysis indicators of teaching and administrative staff performance
- b) Achievement of objectives including analysis of costs
- c) Customer satisfaction surveys
- d) Benchmarking data
- e) Results of audits
- f) Management reviews.

The results of preventive actions are usually documented and staff in the appropriate areas informed accordingly. A detailed procedure is contained in the documented preventive action procedure **SEKU/MR/OP/007**

9.0 DOCUMENTATION HIERARCHY

SOUTH EASTERN KENYA UNIVERSITY QMS DOCUMENTATION HIERACHY



SEKU QMS DOCUMENTS

	<i>DOCUMENT TITLE</i>	<i>DOCUMENT IDENTIFICATION</i>	<i>APPROVAL</i>	<i>AREA</i>
1.	<i>SEKU QUALITY MANUAL</i>	<i>SEKU/MR/QM/001</i>	<i>VC</i>	<i>CORPORATE</i>
2.	<i>PROCEDURE FOR CONTROL OF DOCUMENTS</i>	<i>SEKU/MR/OP/002</i>	<i>VC</i>	<i>CORPORATE</i>
3.	<i>PROCEDURE FOR CONTROL OF RECORDS</i>	<i>SEKU/MR/OP/003</i>	<i>VC</i>	<i>CORPORATE</i>
4.	<i>PROCEDURE FOR INTERNAL AUDITS</i>	<i>SEKU/MR/OP/004</i>	<i>VC</i>	<i>CORPORATE</i>
5.	<i>PROCEDURE FOR CONTROL OF NONCONFORMING PRODUCTS</i>	<i>SEKU/MR/OP/005</i>	<i>VC</i>	<i>CORPORATE</i>
6.	<i>PROCEDURE FOR CORRECTIVE ACTION</i>	<i>SEKU/MR/OP/006</i>	<i>VC</i>	<i>CORPORATE</i>
7.	<i>PROCEDURE FOR PREVENTIVE ACTION</i>	<i>SEKU/MR/OP/007</i>	<i>VC</i>	<i>CORPORATE</i>
8.	<i>PROCEDURES FOR CONTRACTED PROJECTS</i>	<i>SEKU/MR/OP/008</i>	<i>DVC-FPD</i>	<i>FINANCE AND PLANNING</i>
9.	<i>PROCEDURES FOR INTERNAL UNIVERSITY PROJECTS</i>	<i>SEKU/MR/OP/009</i>	<i>DVC-FPD</i>	<i>FINANCE AND PLANNING</i>
10.	<i>PROCEDURE FOR MAINTENANCE OF BUILDINGS/ ROADS/ ELECTRICAL WORKS AND MINOR WORKS</i>	<i>SEKU/MR/OP/010</i>	<i>DVC-FPD</i>	<i>FINANCE AND PLANNING</i>
11.	<i>PROCEDURES FOR MAINTENANCE OF GROUNDS</i>	<i>SEKU/MR/OP/011</i>	<i>DVC-FPD</i>	<i>FINANCE AND PLANNING</i>
12.	<i>PROCEDURES FOR CATERING SERVICES</i>	<i>SEKU/MR/OP/012</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
13.	<i>PROCEDURES FOR ACCOMODATION SERVICES</i>	<i>SEKU/MR/OP/013</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
14.	<i>PROCEDURE FOR BUDGET AND BUDGETARY CONTROL</i>	<i>SEKU/MR/OP/014</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
15.	<i>PROCEDURE FOR ADVANCE PAYMENTS (IMPREST) AND ACCOUNTING</i>	<i>SEKU/MR/OP/015</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
16.	<i>PROCEDURE FOR PAYMENT TO CREDITORS</i>	<i>SEKU/MR/OP/016</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
17.	<i>PROCEDURES FOR PAYMENT OF PERSONAL CLAIMS</i>	<i>SEKU/MR/OP/017</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
18.	<i>PROCEDURE FOR STUDENT FINANCE</i>	<i>SEKU/MR/OP/018</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
19.	<i>PROCEDURES FOR PAYMENT OF SALARIES</i>	<i>SEKU/MR/OP/019</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
20.	<i>PROCEDURE FOR MANAGING PROJECT FINANCES</i>	<i>SEKU/MR/OP/020</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
21.	<i>PROCEDURES FOR FINANCE CATERING & ACCOMODATION SECTION</i>	<i>SEKU/MR/OP/021</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
22.	<i>PROCEDURE FOR CASH OFFICE</i>	<i>SEKU/MR/OP/022</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
23.	<i>PROCEDURE FOR SETTING</i>	<i>SEKU/MR/OP/023</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>

	<i>UNIVERSITY EXAMINATIONS</i>			
24.	<i>PROCEDURE FOR DEAN OF STUDENTS OFFICE</i>	<i>SEKU/MR/OP/024</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>
25.	<i>PROCEDURE FOR ENFORCING EXAMINATION DISCIPLINARY MEASURES</i>	<i>SEKU/MR/OP/025</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>
26.	<i>PROCEDURE FOR ACADEMIC FIELD TRIPS</i>	<i>SEKU/MR/OP/026</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>
27.	<i>LABORATORY AND WORKSHOP PROCEDURE</i>	<i>SEKU/MR/OP/027</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>
28.	<i>PROCEDURE FOR CONDUCTING RESEARCH</i>	<i>SEKU/MR/OP/028</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>
29.	<i>PROCEDURE FOR STUDENT ADMISSION</i>	<i>SEKU/MR/OP/029</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>
30.	<i>PROCEDURE FOR TEACHING PRACTICE</i>	<i>SEKU/MR/OP/030</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>
31.	<i>PROCEDURE FOR UNIT ALLOCATION AND TEACHING</i>	<i>SEKU/MR/OP/031</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>
32.	<i>PROCEDURE FOR UNIT REGISTRATION</i>	<i>SEKU/MR/OP/032</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>
33.	<i>PROCEDURE FOR PROGRAMME DEVELOPMENT</i>	<i>SEKU/MR/OP/033</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>
34.	<i>PROCEDURE FOR ACQUISITIONS OF LIBRARY RESOURCES</i>	<i>SEKU/MR/OP/034</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>
35.	<i>PROCEDURE FOR LIBRARY TECHNICAL SERVICES</i>	<i>SEKU/MR/OP/035</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>
36.	<i>PROCEDURE FOR LIBRARY USER SERVICES</i>	<i>SEKU/MR/OP/036</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>
37.	<i>PROCEDURE FOR RECRUITMENT</i>	<i>SEKU/MR/OP/037</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
38.	<i>PROCEDURE FOR INDUCTION OF STAFF</i>	<i>SEKU/MR/OP/038</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
39.	<i>PROCEDURE FOR STAFF TRAINING AND DEVELOPMENT</i>	<i>SEKU/MR/OP/039</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
40.	<i>PROCEDURE FOR STAFF LEAVE ADMINISTRATION</i>	<i>SEKU/MR/OP/040</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
41.	<i>DISCIPLINARY PROCEDURE FOR STAFF</i>	<i>SEKU/MR/OP/041</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
42.	<i>PROCEDURE FOR CLEANING OF BUILDINGS AND GROUNDS MAINTENANCE IN THE UNIVERSITY</i>	<i>SEKU/MR/OP/042</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
43.	<i>PROCEDURE FOR FILING AND RECORDS CONTROL</i>	<i>SEKU/MR/OP/043</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
44.	<i>PROCEDURE FOR HANDLING MAIL</i>	<i>SEKU/MR/OP/044</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
45.	<i>PROCEDURE HANDLING COUNCIL MATTERS</i>	<i>SEKU/MR/OP/045</i>	<i>VC</i>	<i>ADMINISTRATION</i>
46.	<i>PROCEDURE FOR BOOKING OF BOARDROOMS</i>	<i>SEKU/MR/OP/046</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>

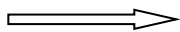
47.	<i>PROCEDURE FOR HANDLING TELEPHONE CALLS</i>	<i>SEKU/MR/OP/047</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
48.	<i>PROCEDURE FOR HANDLING VISITORS</i>	<i>SEKU/MR/OP/048</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
49.	<i>PROCEDURE FOR FUELLING UNIVERSITY VEHICLES</i>	<i>SEKU/MR/OP/049</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
50.	<i>PROCEDURE FOR ROUTINE FLEET UTILIZATION</i>	<i>SEKU/MR/OP/050</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
51.	<i>PROCEDURE FOR VEHICLE REQUISITION</i>	<i>SEKU/MR/OP/051</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
52.	<i>PROCEDURE FOR PROVISION OF SECURITY SERVICES.</i>	<i>SEKU/MR/OP/052</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
53.	<i>PROCEDURE FOR OUTPATIENT TREATMENT</i>	<i>SEKU/MR/OP/053</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
54.	<i>PROCEDURE FOR DATABASE AND INFORMATION SYSTEMS DEVELOPMENT</i>	<i>SEKU/MR/OP/054</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
55.	<i>PROCEDURE FOR CONDUCTING ICT END-USER TRAINING</i>	<i>SEKU/MR/OP/055</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
56.	<i>PROCEDURE FOR OPERATING THE ICT CUSTOMER CARE DESK</i>	<i>SEKU/MR/OP/056</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
57.	<i>PROCEDURE FOR ICT END-USER SUPPORT</i>	<i>SEKU/MR/OP/057</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
58.	<i>PROCEDURE FOR SYSTEMS ADMINISTRATION</i>	<i>SEKU/MR/OP/058</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
59.	<i>PROCEDURE FOR ICT SECURITY</i>	<i>SEKU/MR/OP/059</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
60.	<i>PROCEDURE FOR COORDINATING QUALITY ASSURANCE FOR ACADEMIC PROGRAMMES</i>	<i>SEKU/MR/OP/060</i>	<i>DVC-ARSA</i>	<i>ACADEMICS</i>
61.	<i>PROCEDURE FOR COORDINATING STANDING COMMITTEES</i>	<i>SEKU/MR/OP/061</i>	<i>MR</i>	<i>ADMINISTRATION</i>
62.	<i>PROCEDURE FOR DEVELOPMENT OF THE UNIVERSITY PERFORMANCE CONTRACT</i>	<i>SEKU/MR/OP/062</i>	<i>MR</i>	<i>ADMINISTRATION</i>
63	<i>PROCEDURE FOR PROCUREMENT OF GOODS, SERVICES AND WORKS</i>	<i>SEKU/MR/OP/063</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
64	<i>DISPOSAL PROCEDURE</i>	<i>SEKU/MR/OP/064</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
65	<i>PROCEDURE FOR ISSUING MATERIALS FROM STORES</i>	<i>SEKU/MR/OP/065</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
66	<i>PROCEDURES FOR CATERING SERVICES</i>	<i>SEKU/MR/OP/066</i>	<i>DVC – FPD</i>	<i>FINANCE AND PLANNING</i>
67	<i>PROCEDURE FOR PROGRAMS, TRAINING AND ACADEMIC</i>	<i>SEKU/MR/OP/066</i>	<i>DVC - ARSA</i>	<i>ACADEMICS</i>

	PLANING			
68	PROCEDURE FOR BOARD OF POSTGRADUATE STUDIES	<i>SEKU/MR/OP/068</i>	<i>DVC - ARSA</i>	<i>ACADEMICS</i>
69	PROCEDURE FOR STAFF CLEARANCE	<i>SEKU/MR/OP/69</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
70	<i>PROCEDURE FOR DISPOSAL OF IDLE ASSETS</i>	<i>SEKU/MR/OP/070</i>	<i>DVC - FPD</i>	<i>FINANCE, PLANNING AND DEVELOPMENT</i>
71	<i>PROCEDURE FOR SUPPLIER APPRAISAL & RATING</i>	<i>SEKU/MR/OP/071</i>	<i>DVC - FPD</i>	<i>FINANCE, PLANNING AND DEVELOPMENT</i>
72	PROCEDURE FOR PERFORMANCE APPRAISAL OF STAFF	<i>SEKU/MR/OP/72</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
73	<i>PROCEDURE FOR CASCADING THE UNIVERSITY PERFORMANCE CONTRACT</i>	<i>SEKU/MR/OP/73</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
74	<i>PROCEDURE FOR MONITORING AND REPORTING OF PERFORMANCE</i>	<i>SEKU/MR/OP/74</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
75	PROCEDURE FOR CALIBRATION OF MEDICAL EQUIPMENT	<i>SEKU/MR/OP/75</i>	<i>DVC-AHRM</i>	<i>ADMINISTRATION</i>
76	PROCEDURE FOR REGISTRATION OF STUDENT	<i>SEKU/MR/OP/076</i>	<i>DVC - ARSA</i>	<i>ACADEMICS</i>
77	PROCEDURE FOR ISSUE OF STUDENTS IDENTIFICATION CARD	<i>SEKU/MR/OP/077</i>	<i>DVC - ARSA</i>	<i>ACADEMICS</i>
78	PROCEDURE FOR DEFERMENT OF STUDIES	<i>SEKU/MR/OP/078</i>	<i>DVC - ARSA</i>	<i>ACADEMICS</i>
79	PROCEDURE FOR STUDENT CLEARANCE	<i>SEKU/MR/OP/079</i>	<i>DVC - ARSA</i>	<i>ACADEMICS</i>
80	PROCEDURE FOR COLLABORATION AND LINKAGES	<i>SEKU/MR/OP/080</i>	<i>DVC - ARSA</i>	<i>ACADEMICS</i>

9.2

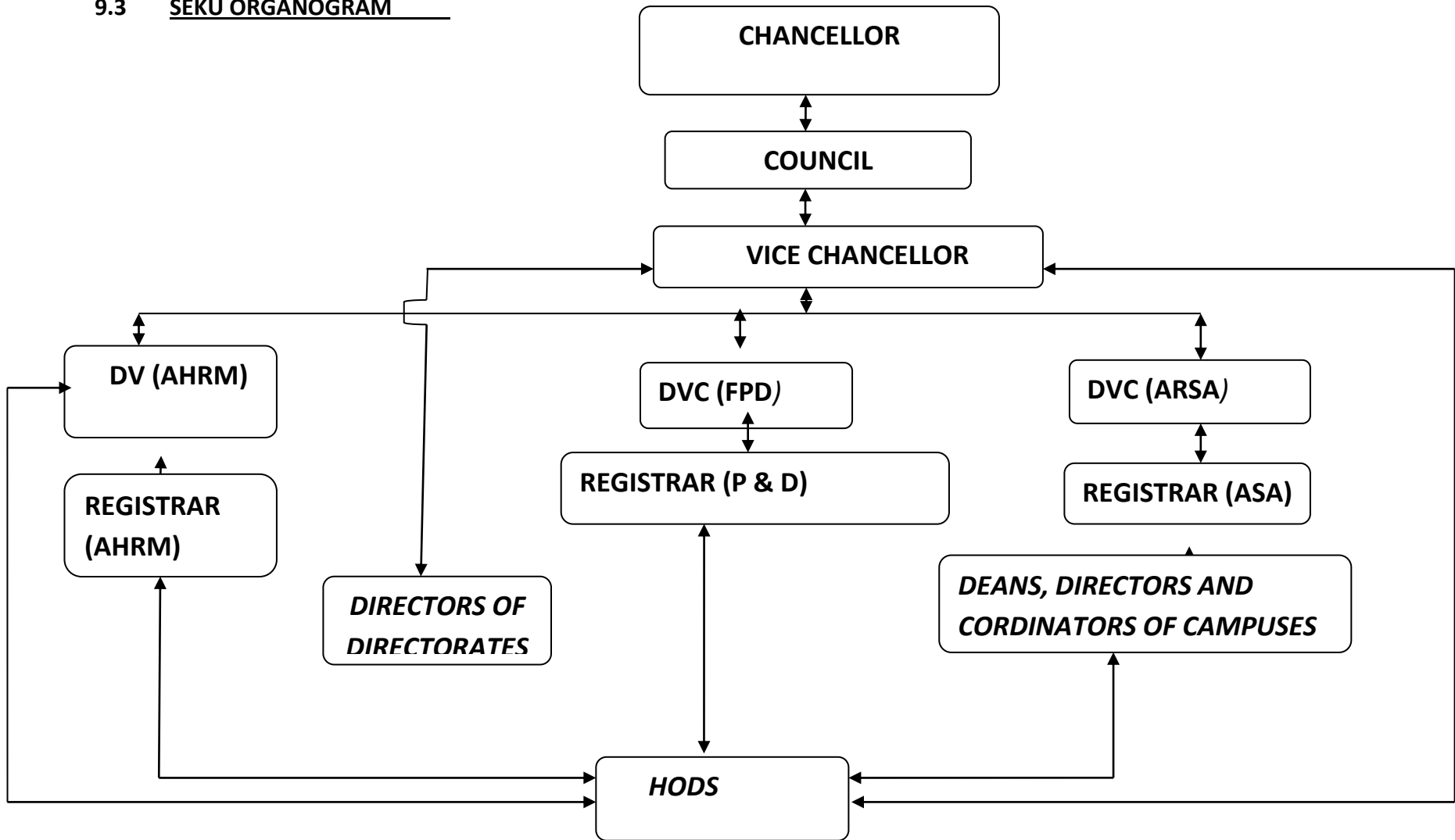
PROCESS INTERACTION

These functions provide the identified support to the core functions of all the university activities	PLANNING	DOING	CHECKING	ACTING	
Finance – funds Estates – work environment Human resource –Human capital Procurement – resource needs ICT – technology support Security – Safety Administration mail and communication	Curriculum development Identification of research and training needs	Teaching Research Extension and Out reach	Evaluation of course curriculum Impact assessment	Review of curriculum Identification of new research areas	Declaration of schools Capacity Determination of training needs
Finance -funds Estates – work environment Human resource –human capital Procurement – resource needs ICT – Technology support	Determination of training needs	Training	Staff Appraisals	Awards of research grants , funds scholarships and training	Identification of research and training needs
Finance -funds Estates – work environment Human resource –human capital Procurement – resource needs ICT – technology support	Declaration of schools Capacity	Advertisement	Evaluation and selection of students	Admission and registration	Curriculum development



Key Input- output direction of flow

9.3 SEKU ORGANOGRAM



9.3.1 KEY  Open two way Communication channels

 Authority

DVC (AHRM)-Deputy Vice Chancellor (Administration and Human Resource Management)

DVC (ARSA)-Deputy Vice Chancellor (Academic and Student Affairs)

DVC (FPD)-Deputy Vice Chancellor (Finance, Planning and Development)

HODS-Heads of Departments and Sections