

# **TANGAZA COLLEGE**

*The Catholic University of Eastern Africa*



## **HUMAN RESOURCES AUDIT TERMS OF REFERENCE**

### **1. Background**

The Board of Trustees of Tangaza University College, a Constituent College of the Catholic University of Eastern Africa, in response to the requirements of the Universities Act, 2012 and related regulations decided to become a Chartered University. In pursuit of this decision several actions have been taken, among them, the following:

- Formation of the Transition Committee whose main responsibility is to guide the transition process;
- The appointment Transition Co-ordinator to champion and co-ordinate the transition process;
- An organizational Audit, conducted by CORAT Africa;
- Development of a Strategic Plan for 2016-2020;
- Preparation of the draft charter and statutes;
- Submission of the application for Charter to the Commission for University Education along with the accompanying documents and reports, namely, Trust Deeds of the Sponsor, and University Trusts, draft Charter and Statutes, Strategic Plan and Self-Assessment Report

In the meantime the trustees of Tangaza and Marist Brothers have entered into a partnership under which Tangaza College and Marist College will merge to form Tangaza University. In this respect a Memorandum of Understanding (MOU) has been developed and signed.

### **2. Overall Purpose and Scope of the Human Resources (HR) Audit**

The overall purpose is to analyze the human resources functions at Tangaza and Marist Colleges with a view of harmonizing them and creating a unified function with policies and procedures for Tangaza University. It will facilitate the effective management of change during the transition, the merger of the two colleges and the eventual establishment of the university.

The human resource audit will integrate the other institutional aspects so as to ensure that its outcome enhances and adds value to the strategic changes that will make the university effective in achieving her mission.

Tangaza College carried out an Organization Audit which included the human resources. This will be used as key reference to the proposed audit and where applicable it shall be updated to the current status.

### 3. Key Areas of Study

The human resources audit will cover Tangaza and Marist Colleges. It will carry out the following tasks whose expected deliverables are indicated as stated in Section 4 below:

Areas of study	Deliverables
i. Study the current strategic plans, human resources section of the Tangaza College Organizational Audit, the MOU between Tangaza and Marist, the Charter and Statutes and other relevant documents in order to gain a clear understanding of the context and the character of both colleges and what is envisaged when Tangaza University is established.	(a)
ii. Review the existing human resources policies and procedures at Tangaza and Marist and propose what needs to be changed so as to harmonize and have common policies for the University.	(b)
iii. Review the existing job grades, salaries and benefits terms of employment against the proposals made in the Organizational Audit and as may be updated by a new survey and benchmarking and make new proposals (where necessary).	(c)
iv. Analyze the functions set out in the proposed organization structure for Tangaza University taking into account the transition, Charter and Statutes, merger and establishment of the University.	(d)
v. Review existing job descriptions and those that would be developed for the proposed positions and indicate the education, skills, experience and personal attributes for each position.	(f)
vi. Determine the number of staff for the university currently, at the commencement of the merger and award of Charter and in the period covered in the Strategic Plan. Indicate minimum, ideal and maximum and with timelines.	(d)
vii. Show the number of staff using performance ratios and university sector benchmarks, such as, ratio of staff costs on revenues and over total expenses; University Standards for academic programmes and number of full-time students equivalent; ratio of full-time to part-time academic staff; and others that may be useful for this purpose.	(d)
viii. Undertake an exhaustive inventory of skills, education, experience and other attributes for the management, academic and non-academic staff currently in employment and match to several possible areas that each person can be deployed and place each in the proposed structure.	(e)
ix. Develop a strategy for the deployment of the staff and list the positions which lack potential assignees and propose for recruitment from outside the existing human resources pool.	(e)
x. Analyze the academic staff to ensure that they meet the specifications by the Commission for University Education for the roles that are assigned to them and where there are short-falls propose a plan to meet the specifications with a time-	(e)

	line.	
xi.	Identify staff whose primary skill and talent does not fit in the structure and use their second or third talent sets to fit them into alternative positions and roles;	(e)
xii.	Identify staff who may have to be developed to function optimally in the positions that they are in.	(e)
xiii.	Identify any potential right-sizing and the specific positions affected and develop a practical and just strategy which will minimize the pain of adjustments for the persons affected and for the employer and avoids litigation.	(f)
xiv.	Ensure that the proposed strategies comply with core values of Tangaza, the labour laws and best practices.	(a) to (f)
xv.	Develop a human resources budget for the strategy that will emerge from the human resources audit.	(a) to (f)
xvi.	Carry out any additional aspects that will be relevant to the human resources audit.	(a) to (f)

#### 4. Expected Deliverables

The report of the human resources audit will focus on the overall purpose. It shall cover the following deliverables as shown against the tasks above:

- a. A human resources strategy with budget estimates for the transition, merger and into university in line with the Strategic Plan and compliant with the regulatory frameworks and practices;
- b. A harmonized human resources manual containing all elements and covering all staff (management, academic and non-academic staff);
- c. Staff grades, salary bands, scales and benefits and terms of employment;
- d. Organization structure with positions and allocation of staff at different periods, according to talent and skill sets and identifying vacancies for recruitment;
- e. Number of staff and indicators of performance and sector and best practice benchmark; and
- f. Job descriptions review and specifications for positions in the structure.

#### 5. Invitation for Expression of Interest to Potential Firms

The professional firms to be invited to send their expression of interest will be firms that may be familiar with the university or tertiary education sector. They should be familiar with the university sector and have a credible track record of human resource consultancy and demonstrate their capability.

Potential firms invited to make bids are based on a list established by the Procurement Team for the HR Audit.

The firms will send their expression of interest which will include:

- Proposal for how the work will be done
- Estimated time and cost
- Portfolio of similar assignments and recommendations

- Profile of Firm including the CVs of Principal Consultants and Associates showing specific role in assignment
- Legal documents (certificate of incorporation, operating license, PIN, VAT, tax compliance certificate)
- Set of audited financial statements for 2015 (or latest period) according to fiscal year of the respective firms.

The Consultants will make their report to the Board of Trustees and Governing Councils who will work with the Transition Committee and/or the Task Force for the Partnership for its implementation.