

# UGANDA CHRISTIAN UNIVERSITY

## STAFF DEVELOPMENT AND TRAINING POLICY



A Centre of Excellence in the Heart of Africa

### Presented to:

Authority	Date	Signature
Staff Development Committee	2 <sup>nd</sup> July 2010	
Vice Chancellor	2-Nov-2010	

### Update(s)

Date	Name and Capacity

## ABBREVIATIONS

<b>SDC</b>	<b>Staff Development Committee</b>
<b>SDP</b>	<b>Staff Development policy</b>
<b>HRD</b>	<b>Human Resource Department</b>
<b>HOD</b>	<b>Head of Department</b>
<b>SDR</b>	<b>Staff Development Review</b>



# UGANDA CHRISTIAN UNIVERSITY

## STAFF TRAINING POLICY

### 1. INTRODUCTION

The core aim of the University is to be a provider of excellence in academic and professional higher education, which it acknowledges depends heavily on successfully recruiting, retaining and developing staff of the highest calibre. This is based on the core value of the University to 'encourage all students and staff to aspire to high standards, develop to their full potential and apply knowledge and skills to the benefit of society'.

The University recognises that, for its training policy to be effective, those in managerial or supervisory positions must be held accountable for giving their staff constructive, honest and timely appraisals of their performance, and for developing plans for improvement, which should take into account both the goals of the institution and the relevant aspirations of the individual.

The University also recognises that, for its training policy to be effective, staff must take responsibility for their own development but within the context of their current role in the University. Staff are expected to avail themselves of the opportunities provided and to make use of training and development to enable them to respond flexibly to change.



## **2. AIMS AND OBJECTIVES**

The aim of the policy is to provide a framework that supports and encourages the development of all staff in line with the delivery of the Uganda Christian University's strategic plan and departmental objectives as agreed during the annual planning.

- i) Staff development provided by the University is informed by its strategic aims and operational requirements, taking into account the needs of the individuals and where possible the career aspirations of staff as well as the success of their department.
- ii) Managers and heads of department will be provided with the skills, knowledge and competencies they need to work in partnership with their continuous development.
- iii) All staff are supported and encouraged to acquire and develop the relevant knowledge, skills and competencies to enhance their performance in their current role and, where they are involved in succession planning, for their next role within the University.

## **3. SCOPE**

The staff development policy is a University-wide policy, which applies to all Full-Time, Permanent and those employed on a fixed-term contract of at least twenty-four (24) months.

## **4. RATIONALE**

The University employs staff with the basic formal training at the time of engagement in line with the University's Recruitment Policy. There is, however, constant need to prepare them for the unique function of achieving the

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University's vision of being a centre of excellence in the heart of Africa. The University therefore takes staff development and training as an activity that enables its employees to acquire the knowledge, skills and attitudes necessary for better performance.

## **5. PRINCIPLES**

The University's development and training principles are to:

- (a) Encourage individual self-development initiatives through provision of conducive environment and support/resources to help employees achieve the University's objectives;
- (b) Link individual training opportunities to all staff basing on University needs;
- (c) Comply with the existing national legislation on training;
- (d) Enhance individual skills for career progression;
- (e) Identify individual strengths and weaknesses and aid staff to exploit their potential in the context of the University's needs and mission

## **6. FUNDING**

Staff development needs that are identified as work-related and have a direct link to the department's and the University's strategic plan will normally be supported by the University through funding for fees, associated travel and subsistence, and time to attend such events.

When applying, the applicant must provide the University with accurate figures for fees. Estimates are not acceptable when making an application for consideration. If fees are more than the capped/available amount, the difference must be covered by the applicant. This is to ensure that the University can support as many staff members as possible.



Capping of fees should be guided by the fees charged at UCU for Ugandan programmes. However, if the applicant is seeking an international qualification the cost should not exceed one's annual salary.

When allocating funding, priority will be as follows for comparable courses:-

- i) Programmes offered at Uganda Christian University
- ii) Programmes offered in Uganda
- iii) Programmes offered in East Africa
- iv) Programmes offered in Africa
- v) Finally, overseas programmes (*the applicant must clearly state/demonstrate that undertaking overseas training is the only option to achieving their study*)

## **7. IDENTIFICATION OF DEVELOPMENT NEEDS**

The University is committed to the recruitment of suitably qualified staff but recognises that the process of identifying staff development needs is a continuous one. Staff needs will be identified as part of the annual appraisal process for all staff. Staff members are encouraged, however, to approach the Deans, Heads of Department, at any time if they feel they have a particular need. Priority will be given to requests which relate to skills or knowledge required for the staff member's performance of their duties.

The University provision to meet staff development needs will include as a minimum;

1. Providing and supporting induction for new staff.
2. Supporting staff to improve effectiveness in current roles.
3. Developing potential for future roles, to meet business plans or career advancement.
4. Ensuring staff have access to professional qualifications and updating as required.



Staff development can take place away from the workplace through attendance of:

- i) Short, internal and external programmes
- ii) Conferences and seminars
- iii) Qualification-bearing programmes

Staff development can also take a variety of forms, more directly linked to the workplace:-

- i) Coaching or mentoring
- ii) Peer observation
- iii) Project work
- iv) Attendance at team events
- v) Shadowing and secondment
- vi) Cross-university activities such as committee membership and staff networks

Staff development can also take the form of self-directed learning including:-

- i) Research and publications
- ii) Reading relevant publications/keeping abreast of one's area of specialisation.
- iii) Consultancy
- iv) Exhibitions
- v) Membership of professional bodies

### **7.1 The Identification of Needs and Career Development Plans**

Priority will be given to staff development activities, which support a member of staff to more meaningfully contribute to the achievement of their faculty/school/department goals and/or, contribute to an improvement in the performance of their individual/team duties. Such staff development



activities will always be aligned to the faculty/school/department strategic plans.

Through participation in the staff appraisal and professional development review scheme, each member of staff will have the opportunity to discuss and agree with their line manager what form of staff development is required to support them in their role. Discussion of career aspirations may also form a part of this meeting, and managers may agree with their staff that they will be supported in project based work to enable them in applying for more senior posts within the University.

- (a) Individual training needs shall be identified through the performance management/ appraisal system and other staff evaluation criteria.
- (b) The department training needs shall be derived from individual needs, and job tasks.
- (c) The University training needs that have been identified from departmental needs, the institutional plans and client needs.
- (d) Once the University's training needs have been identified, these will be broken into annual training needs, and a training budget will be agreed upon. Decisions will then be made on how best to meet those needs on priority basis.
- (e) The succession plan shall be followed to identify staff for training and development for promotion and/or projected vacancies.
- (f) Training needs will cover possible performance shortfalls, if it becomes clear that management coaching and guidance will not be sufficient.





## 9. Eligibility

All full time members of staff may apply for support for staff development subject to the following criteria:

- i) The activity is relevant to the job and will enhance job performance.
- ii) Only one programme of study can be permitted at any one given time before consideration for approval for a second programme of nine (9) months or more.
- iii) The activity should be recommended by the line manager (normally Head of Department) who agrees to release staff to attend.
- iv) The retirement age for the University is 65 years. The applicant requesting substantive training of three (3) or more years must be at most 57 years old and able to return to work for service for at least a further four (4) years on completion of their training or studies without exceeding the retirement age of the university.
- v) When approving for support particular emphasis will be placed on post graduate level training.

**Disclaimer:** The University reserves the right to decline an application.

### 9.1 Continuing request for funding:

If a member of staff is applying for continuing funding i.e. for the second, third year etc of a programme, a progress report from the programme supervisor must be submitted with the application together with any assessment results, if available. The report from the supervisor is essential to this process; if this is not included the application will be rejected and will not be considered again for the financial year running.

- i) Verbal requests cannot be accepted as formal request
- ii) Any requests received without authorising signatory will not be accepted.



**9.1.1 Criteria for seeking qualification sponsorship outside UCU**

1. The first purpose of the qualification is to meet the strategic needs of the department or faculty
2. The proposed programme of study will aid the member of staff's professional and personal development as agreed with his/her appraiser or line manager
3. There are available funds in the faculty or departmental budget to meet the costs
4. It is agreed that the proposed programme of study is the best method of meeting the development need

**9.1.2 Criteria for seeking qualification sponsorship inside UCU**

1. The qualification must be either:
  - a. Relevant to the member of staff's present job, or
  - b. Relevant to the member of staff's realistic career development
2. The qualification must be linked to the University's strategy over the next 3- 5 years

**10. The Administrative Procedures**

- (a) The cost and preparation for training shall be the responsibility of the respective departments in liaison with the Staff Development Committee (SDC).
- (b) The Human Resource Department shall follow up programme reports, analyze and summarize them for the Staff Development Committee to evaluate, and thereafter make reports to the Vice Chancellor for appropriate action.
- (c) It shall be mandatory for staff to complete their training programs within the stipulated time. In exceptional cases, however, extension(s) may be granted on the recommendation of the training Institution/Supervisor.



- (d) Where a sponsored staff fails or misses an examination/paper, the Staff Development Committee shall determine whether such failure or missing a paper/examination was out of personal negligence and determine the appropriate action.
- (e) Where a sponsored staff fails or misses an examination/paper for any reason of his/her fault, re-taking or repeating such an examination/paper shall be at his/her own cost.
- (f) The positions of Assistant Lecturer and Teaching Assistant are training grades. Staff in these positions shall, therefore, be permitted to undertake further appropriate training as soon as training opportunities are available.
- (g) The University shall not sponsor probationary staff, other than those specified in (f) for Programmes longer than one month. The Vice Chancellor, may, however, expressly authorize longer training for probationary staff acting in the corporate interest of the University.
- (h) Upon completion of a bonded training program, staff shall not be allowed to undertake further long training programs until they have served the whole bonding period of the previous programme.

## 11. APPLICATION

The details entered on the application form must include the amount of time to be spent on this activity, together with any cost involved. If there is no direct financial cost then consideration should be given to whether this is an effective use of time.

Applications to attend any programmes should be submitted on a Staff Development Application form. This should be signed by the line manager and returned to the Human Resource Manager with full details of the programme, dates and fees. The application will then be submitted for consideration to the SDC. Applicants are advised to retain a copy once their



application has been approved as proof that approval has been given to attend the event.

## **12. CONFERENCE ATTENDANCE**

Academic conference in the staff member's relevant field of expertise will not be funded by the SDC as funding should already have been ear marked in the department/faculty activity budgets. Only conferences directly related to duties and responsibilities expected to be performed by an individual can be funded.

- i) Where a department has no conference budget, requests may be made to the SDC, subject to availability of funds.
- ii) One person per an International conference may be funded by the staff development budget.

## **13. RESPONSIBILITIES AND ROLES**

All stakeholders shall ensure that the policy achieves its objectives.

### **13.1. THE INDIVIDUAL**

- a) Is responsible for self-training and development through private study and practice and showing positive attitude towards learning and continuing education. Staff shall therefore be required to seek ways and means of developing themselves through training.
- b) In particular, shall have the obligation to formulate or identify appropriate and relevant schemes of study at suitable points in one's career, and to apply for Study Leave in accordance with this policy;
- c) Is expected to participate in training programs arranged at the department, faculty or University level.



### **13.2. THE SUPERVISOR/HEAD OF DEPARTMENT**


The Supervisor/Head of Department shall:

- a) Identify the training needs for the , faculty and department
- b) Develop staff through counselling and coaching them to reach acceptable levels of performance in their jobs, and prepare them for higher responsibilities. They shall also give the necessary induction to new staff to bring them in line with established procedures and practices of the University;
- c) Recommend training programs and opportunities to the Human Resource Department who will in turn forward them to the SDC.

### **13.3 THE UNIVERSITY**

The University shall endeavour to:-

- a) Provide the overall direction of staff training and development
- b) Support staff training and development by providing the necessary resources but with emphasis on developing research and training capacity;
- c) Recommend members of staff for sponsorship, fellowships and other awards for further training whenever opportunities arise;
- d) Avail staff opportunities for development of administrative and managerial skills and competencies;
- e) Where feasible release staff to attend programmes in accordance with the needs of the University, and as much as possible, ensure their proper placement after training.



#### **14. COMPOSITION, FUNCTION AND GOVERNANCE OF THE SDC**

There shall be a Staff Development Committee that shall handle and advise on training and staff development matters.

##### **14.1 COMPOSITION OF THE COMMITTEE**

- a) Chairman shall be the Dean of the School of Research and Post Graduate Studies.
- b) The Deputy Vice Chancellors shall be members of the Staff Development Committee.
- c) Three senior members of Academic Staff
- d) Two senior members of the Administrative and Support Staff
- e) The committee may co-opt other members as and when necessary.
- f) Human Resource Manager (Secretary) Ex- officio

##### **14.2 FUNCTIONS OF THE COMMITTEE**

The committee shall, in liaison with DVCs, Deans / Directors and Heads of Department, be responsible for:

- a) Implementing the Staff Training and Development Policy;
- b) Designing and regularly reviewing the Staff Development policy;
- c) Advising on annual staff training and development budgets, sponsorships and fellowships;
- d) Advising on training activities, workshops, programmes and seminars;
- e) Handling any other staff development-related duties as may be assigned by the Vice Chancellor.
- f) Receive status reports from the HR Manager on all staff development matters
- g) Give regular reports to the Vice Chancellor



### **14.3 COMMITTEE BUSINESS AND RULES OF PROCEDURE**

The committee shall determine its business and rules of procedure.

### **15. HUMAN RESOURCE DEPARTMENT**

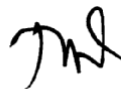
The HR department, as Secretariat to the SDC, shall be responsible for the following staff development functions:

- a) Formulating, administering and evaluating the Staff Training and development Policy;
- b) Drawing up the University's Human Resource Development plan for all staff;
- c) Drawing up succession Plans;
- d) Drawing up clear schemes of service;
- e) Coordinating the training needs of the University;
- f) Following up and monitoring of staff on training programs;
- g) Coordinating the development of Annual Training Budgets;
- h) Implementing training plans;
- i) Evaluating the impact of training on trainees and the University;
- j) Keeping and maintaining a training database;
- k) Recommending appropriate training;
- l) Analyzing work based training reports and making recommendations to the SDC;
- m) Ensuring that training bonds are filled, signed and securely kept;

### **16. MONITORING AND EVALUATION**

The overall Staff Development Policy and its effective implementation shall be reviewed at a variety of levels and responsibility for this shall be as follows:-

1. Each member of staff keeps a record of staff development activity which is monitored and evaluated in collaboration with the line



manager as part of the on-going staff development review (SDR) process.

2. Deans of faculty, heads of school/department and section leaders oversee the management of staff induction, training, SDRs and individual staff development plans, including the monitoring and evaluation of the outcomes.
3. The HRM oversees the management of the systems and processes to support the planning, promotion, coordination and review of staff development.
4. The Staff Development Committee will periodically review and update the University's staff development policy and its implementation.

#### **17. STUDY LEAVE**

Where the University has approved financial support for a staff member's programme of study, s/he may request paid study leave from the Head of Department. The amount of time granted depends on the level of qualification being sought.

All study and examination leave for staff who are sponsored by the University shall be granted in addition to annual leave entitlement, but must be agreed by the Dean/Head of Department and a record of this leave sent to the Human Resource Department.

Staff members who apply for study or examination leave for a programme which is not University funded will not be eligible for study leave and must use their annual leave.

#### **Staff Absence Requiring Cover**

Where cover for an individual's attendance of an event is required, the Human Resource Manager must be informed. The staff development

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committee must be mindful of the required absence and impact it may have on a given department. To this end, it is highly recommended that a written statement is submitted with the application clearly indicating how the department shall continue its operations without the applicant for studies.

#### **18. CANCELLATION OF EVENTS**

The SDC shall investigate the circumstances surrounding failure to attend an event.

#### **19. OUTCOMES OF TRAINING AND UPDATE**

After participation in any form of training or development, it is expected that the member of staff concerned will discuss with the line manager what has been learned or gained and how this can be applied in the job.

A report on the activities and outcomes of the conference/programme/seminar including a brief description of the benefits to the staff member and/or the department/school resulting from his/her attendance must be submitted to the Head of Department and a copy file in Human Resource Department.

#### **20. ON COMPLETION OF THE PROGRAMME**

The committee on behalf of the university cannot guarantee promotions, pay upgrades or any other advancement unless it was categorically stated on the onset prior to the staff commencing the programme. If, for example, the line manager identified training needs in order for a staff member to get promoted or receive increased pay, this must be clearly documented and

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budgeted for in readiness for his/her return to take up the post. A copy of this arrangement must be filed in the Human Resource Department.

## **21. BONDING**

Bonding shall apply to any applicant who wishes to be granted financial assistance or time off to attend a training program from the University.

1. Staff who are granted study without financial support and study leave from the University
  - a. Staff shall be required to use their annual leave to attend their examination or programmes. In the event that their annual leave days have been exhausted, there will be a consideration for unpaid leave
  - b. A financial implication of their absence from work shall be computed and a financial figure placed on their request for absence to undertake their studies.
  - c. The Human Resource Department together with the Accounts department shall assist the SDC to impose the length of the bond required to serve or payments due should the employee wish to leave UCU on completion of their studies.
2. Staff granted permission to study with full financial support from the university

The bonding period shall depend on programme duration, location, sponsorship and type of study leave granted, and shall be as follows:

- a) Staff who undertake programmes that are sponsored by the University or donor grants or sponsorships/fellowships approved by the University and on study leave with pay shall be bonded for an equivalent to the



duration of their programme, except for staff who undertake their training at UCU and continue working while studying;

- b) If the type of training referred to in Personal development plan is undertaken at UCU and the staff member continues to , such that perform their normal duties of his/her job, the bonding period will be equal to the programme duration.
- c) Staff who undertake training programs on study leave with pay but without sponsorship, and are unable to carry out their routine university duties during the programme period, shall be bonded for a period equal to the duration of the programme undertaken.

Summary of bond period depending on the level of training

Level of training	Bonding period
Diploma	1 year (exceptional circumstances)
Bachelor	2 Years (exceptional circumstances)
Masters	3 years
Ph.D	4 years

### 21.1. BONDING AGREEMENTS

- a) Bonding agreements shall be signed before programme commencement.
- b) Where an individual embarks on a training program without signing the agreement, sponsored funding shall not be disbursed and salary payment shall be suspended in the month following the month of programme commencement.



- c) If the staff member does not sign the bonding agreement within two months of programme commencement, sponsorship and study leave with pay shall be withdrawn, and the sponsor shall be informed accordingly.
- d) The Human Resource Department shall be custodian of the Bonding Agreements.
- e) A member of staff who contravenes the Bonding agreement shall be treated as stipulated in the agreements.

## **22. GUIDANCE**

- (i) Staff proceeding for PhD study program after completing Masters' degrees may go ahead without waiting to serve the whole bonding period.
- (j) Where staff go ahead to undertake such programmes of study, the University shall advise them to resign from their positions, and shall make no commitments on employment after completion of those programmes.
- (k) Staff on University support shall affirm to the University's Instruments of Identity on an annual basis.
- (l) All Staff on study, including newly recruited staff members, must be registered with the Staff Development Committee.

## **23. REIMBURSEMENT**

The University shall not reimburse **ANY** employees costs incurred before approval to study has been granted by the SDC.

## **24. APPROVAL FOR TRAINING**

The final approval for training shall be the responsibility of the Vice Chancellor. The Staff Development Committee shall only advise the Vice Chancellor.

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*UCU Staff Development and Training Policy\_ Final\_ 2 July 2010*



## **25. APPEALS**

(a) In case the Head of Department rejects an application, the applicant can appeal to the line DVC.

(b) Where an application for staff training has not been successful, an individual may appeal to the Vice Chancellor clearly addressing the issues raised by the committee within twenty-one (21) working days after receiving the refusal notification.



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