




UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

STATUTE ON STAFF DEVELOPMENT

Schedule

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Preamble:-

Uganda Christian University (UCU) is a private, not-for-profit University, established by the Anglican Church of Uganda in 1997. In 2004, the University was chartered as the first private University in the country. The Main Campus of Uganda Christian University is situated at Mukono. UCU operates 2 campuses (Arua, Kampala) and has two (2) constituent colleges at Bishop Barham University College in Kabale and Mbale University College. The Christian Identity of Uganda Christian University is espoused in the Instruments of Identity, and the House of Bishops is corporately and exclusively custodian of the Instruments of Identity.

Staff and Students are required to respect the Instruments of Identity and to observe the laid down rules and the Code of Conduct BOTH at the University and while away on official or authorized events.

MOTTO: *“Alpha and Omega: God the Beginning and the End”*

VISION: *“A Centre of Excellence in the Heart of Africa”*

MISSION: *“To Equip students for productive, holistic lives of Christian faith and service”*

CORE VALUES: *Christ-Centredness, Diligence, Integrity, Servanthood, Stewardship*

THEME: *“A Complete Education for A Complete Person”*

In its Strategic Plan (2012-2018), UCU aims at achieving the following objectives:

1. **Identity:** UCU's identity as an authentic Christian institution.
2. **Governance and leadership:** Accountable leadership.
3. **Teaching and learning:** A high quality education with a diverse yet integrated curriculum.
4. **Targeted research:** Rigorous, relevant, focused and innovative research.
5. **Service to the Community:** Assisting communities to achieve holistic development.
6. **Student recruitment and development:** A diverse array of students.
7. **Staffing:** Attracts, recruits, and retains a staff noted for excellence in teaching, research, and praxis.
8. **Great campuses:** The physical infrastructure that meets the education, ICT, and administrative needs and standards while preserving campus history and beauty.

UCU's Niche

Professionalism and Character

The Vision of Uganda Christian University (UCU) states as follows: "*A Centre of Excellence in the Heart of Africa*". Her Mission is: "*To Equip Students for Productive, Holistic Lives of Christian Faith and Service*". And UCU's Theme is:

"*A Compete Education for A Complete Person*". These core statements, and others that UCU has, espouse a sense of purpose and a quest for the highest goal attainable, especially among our students.

For this reason, it is proposed that UCU's Niche as a University shall be, "**Professionalism & Character**". The following is the rationale to this Niche.

Professionalism:

That UCU can draw from her Christian ethos to inculcate exemplary professionalism among her products. The graduate from UCU, as well as UCU's Services, shall be expected to exhibit distinguished methods of work, standing, and practices that are ahead and above the ordinary, putting to best use the training received, as well as always aiming at excellence in everything. A professional is well equipped for his/her vocation, puts service to the customer first, and aims to work beyond the call of duty. The Professional presents oneself with dignity and appropriate decorum. Professionalism will mean we walk and work the extra mile.

Professionalism in Uganda declined over the years of political misrule and has degenerated further amidst the current ambivalence about what it really is. Self-interest, partisanship and social discrimination replaced equity. Unfortunately, it is easier to pull down the values and virtues of society, quite another to rebuild it. The rebuilding itself may take a different route contemporaneous with the new context, presenting an opportunity for a UCU graduate.

Character:

Character is a function of virtue, integrity, mores, moral and ethical quality in an individual. It is assumed that people learn character, especially from *Culture* and from *Religion*. UCU is able within the scope of her resources to give both. The University purposes to create a community bound together by our common Core Values: ***Christ-Centredness, Diligence, Integrity, Servanthood and Stewardship, which are, in themselves, demonstrate character***; each of them is a character quality.

UCU's graduates have distinguished themselves for their virtue and dependability at work, and for other character qualities of positive influence. This is without a doubt the legacy of UCU's Christian Identity. The Gospel of Jesus Christ undergirds the influence and formation of character in UCU students. It has been said, "*People are hired for their skills; they are fired for their character.*" The former wins one a job, the latter makes one indispensable in the job.

There is nothing more exciting employability and vocationalisation than a worker who exhibits **Professionalism with Character**.

ABBREVIATIONS

SDC	Staff Development Committee
SDS	Staff Development Statute
DHRA	Directorate of Human Resource & Administration
HOD	Head of Department
SDR	Staff Development Review

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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 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 development Statute 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 Statute 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 but in line with their current role and human resource needs of the Faculty.

2. AIMS OF THE STAFF DEVELOPMENT STATUTE

The aim of the Statute 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.

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- 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. OBJECTIVES OF THE STATUTE

- i) To provide management and staff with a structure which supports and encourages the development of Staff
- ii) To extensively outline the University's commitment to relevant development activity for members of Staff
- iii) To also ensure that all training attained/requested for by the Staff members is relevant, effective and timely in relation to the University's strategic plan
- iv) To clearly show the roles and responsibilities of all parties involved in the staff development process

4. SCOPE OF THE STAFF DEVELOPMENT COMMITTEE

The Staff development Statute is a University-wide Statute. It applies to all Full-Time and Permanent (refer to the Staff handbook) employees.

This Statute will be adopted by all campuses and colleges contextually according to their strategies.

5. RATIONALE FOR STAFF DEVELOPMENT

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 University's vision of being a Centre of Excellence in the Heart of Africa. The University therefore takes Staff development an activity that enables its employees to acquire the knowledge, skills and attitudes necessary for better performance.

6. STAFF DEVELOPMENT PRINCIPLES

The University's Staff development principles are:

- (a) The priority of training Staff members, especially facilitating academic staff to acquire Doctoral degrees;

- (b) Self-development initiatives through provision of conducive environment and support/resources to help employees achieve the University's objectives;
- (c) Meeting University needs according to the University's strategic plan;
- (d) Compliance with the existing national legislation on training;
- (e) Talent identification and management
- (f) Dynamic academic and skills growth of Staff members

7. STAFF DEVELOPMENT 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 either all or some of the following; fees, associated travel and subsistence, and time to attend such events.

Given the limitation of the available resources, Staff members are encouraged to look for funding outside the SDC.

When applying, the applicant must provide the University with accurate full costs of the training from the admitting institution. 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 programs. However, if the applicant is seeking an international qualification the cost should not exceed one's annual salary. In exceptional circumstances, SDC will waive this if the training is the priority of the Faculty and for the University as a whole.

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

- i) Programs offered at Uganda Christian University
- ii) Programs offered in Uganda
- iii) Programs offered in East Africa
- iv) Programs offered in Africa

- v) Finally, overseas programmes (*the applicant must clearly state/demonstrate that undertaking overseas training is the only option or the most strategically important option to achieving their study*)

The Staff Development Committee shall review and assign quotas/caps given to Faculties annually to ensure equity according to the available resources.

8. IDENTIFICATION OF STAFF 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. Heads and Deans should take initiative to plan for the Staff development needs of their Faculties/departments in line with the University's strategic plan and business plan. 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. Supporting Staff to improve effectiveness in current roles.
2. Developing potential for future roles, to meet business plans or career advancement.
3. Ensuring that 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

8.1 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.

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- (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 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 and permanent members of Staff may apply for support for Staff development subject to the following criteria:

- i) If a Staff member has been in UCU service for at least two years.
- ii) If a Staff member has been in UCU service for at least one year and is fully funded, but not by UCU
- iii) The activity is relevant to the job and will enhance job performance as may be advised by the Human Resource Committee for the non-teaching Staff.
- iv) 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.
- v) The activity should be recommended by the line manager (normally Head of Department) who agrees to release Staff to attend.
- vi) 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.
- vii) When approving for support particular emphasis and priority will be placed on post graduate level training.
- viii) **Note** that the he University shall not cover costs for family members.

- ix) The University may not fund travel for the Graduation ceremonies at the end of one's study.

The University reserves the right to decline an application.

9.1 Progress Reports:

Progress reports are a requirement. An official progress report from the University must be submitted with the application for subsequent payments. The progress report should be submitted directly to the secretariat. The report from the University 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 authorizing signatory will not be accepted.

The award as given by SDC will be final except in exceptional circumstances

9.1.1 Criteria for assessing applications for study

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 quota to meet the costs
4. It is agreed that the proposed programme of study is the best method of meeting the development need
5. 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
6. The qualification must be linked to the University's strategy over the next 3-5 years

10. The Administrative Procedures

- (a) 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.
- (b) Study extension may be granted which is equivalent to the maximum prescribed period by the awarding institution
- (c) A study extension of up to one year may be given if the staff member applies for it.
- (d) If after the extension the staff has not yet completed and is showing good progress then a second extension could be considered.
- (e) If the staff member has not completed at the end of the second extension they could be summoned to the SDC to explain their circumstances. The SDC at their sitting will then determine a way forward. If the committee finds the reasons wanting, the SDC file will be closed and the staff member will be required to pay the costs that the University has incurred.
- (f) Where as 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.
- (g) 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.
- (h) The University shall not sponsor probationary Staff, for Programs longer than one month. The Vice Chancellor, may, however, expressly authorize longer training for probationary Staff acting in the corporate interest of the University.
- (i) 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 program.

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 programs should be submitted on a Staff Development Application form. This should be signed by the line Manager and Dean (where applicable) or Supervisor, and returned to the Human Resource Office 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.

Any form of canvassing by applicants may lead to disqualification

12. CONFERENCE ATTENDANCE

Academic and Professional conferences in the Staff member's relevant field of expertise may be funded by the SDC.

- i) A Staff member may be funded for one course/International conference per financial year.
- ii) Staff members will be required to have to present their papers at a UCU organized colloquium and attach the evidence of their presentation to their SDC application for support to present at a conference.
- iii) Staff members will be required to present to a UCU organized colloquium upon return from the conference.
- iv) Staff members will be required to write a report within two weeks of their return and attach copies of their paper presentations

SDC will not fund Part-time members of Staff.

The University reserves the right to decline an application.

13. STUDY LEAVE

SDC may grant paid or unpaid study leave which may be applied for at the time of application with a recommendation from the Head of Department and Dean (where applicable). The amount of time granted depends on the level of qualification being sought.

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Staff members who apply for study or examination leave for a program when they have not been given permission to study by the University will not be eligible for study leave and must use their annual leave.

Staff members who are applying for study leave must have a write up attached to the application form from their line managers indicating the following;

- i) How the gap created by the Staff going on study leave would be covered
- ii) How relevant the course or training is to the Staff members' duties and the running of the department or Faculty or Division.
- iii) Whether the training is relevant to that position in line with the strategic plan and University structure.

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

Staff members who are granted Study Leave are to fill a return from leave form within three weeks of their return from Study leave.

The available types of study leave are;

- a. Unpaid study leave;
- b. Paid study leave

14. RESPONSIBILITIES AND ROLES

All stakeholders shall ensure that the Statute achieves its objectives.

14.1 THE STAFF

- 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 Statute;

- c) Is expected to participate in training programs arranged at the department, Faculty or University level. The organising body should always provide evidence of attendance/participation in training programs to the Human Resource Office.

14.2 THE SUPERVISOR/HEAD OF DEPARTMENT

The Supervisor/Head/Dean of Department/Faculty shall:

- a) Identify the training needs for the, Faculty and Department, and shall keep a log frame on the same for the staff under his/her supervision.
- 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 Directorate who will in turn forward them to the SDC.

14.3 THE UNIVERSITY

The University shall endeavour to:-

- a) Provide the overall direction of Staff development
- b) Support Staff 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 programs in accordance with the needs of the University, and as much as possible, ensure their proper placement after training.

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15. 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.

15.1 COMPOSITION OF THE COMMITTEE

- a) The Chairperson 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) The Directorate of Human Resource and Administration (Secretary)

15.2 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 Statute;
- b) Designing and regularly reviewing the Staff Development Statute;
- c) Advising on annual Staff 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 Office on all staff development matters
- g) Give annual reports to the Vice Chancellor

15.3 COMMITTEE BUSINESS AND RULES OF PROCEDURE

The committee shall determine its business and rules of procedure.

16. DIRECTORATE OF HUMAN RESOURCE AND ADMINISTRATION (DHRA)

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

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

17. MONITORING AND EVALUATION

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

1. The Department 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. The Staff Development Committee will periodically review and call for input from stake holders to update the University's Staff Development Statute and its implementation.
3. Monitor how the committee is performing against the University's strategic plan.

18. FAILURE TO ATTEND EVENTS

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

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If for any reason a Staff member fails to attend an approved sponsored event, the SDC shall investigate the circumstances surrounding failure to attend that event. The Staff member will be expected to refund the unspent funds *within two weeks* from the beginning of the said 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/program/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 Secretariat Human Resource & Administration.

20. ON COMPLETION OF THE PROGRAM

Staff members must fill a completion of study form within three weeks of their return.

A copy of this arrangement must be filed in the Directorate of Human Resource & Administration

The Staff Development 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 program

A Staff member who fails to complete their course of study in the stipulated time will meet with the SDC to explain themselves and if no satisfactory explanation for the failure to complete they shall be forwarded to the University Staff Tribunal.

21. BONDING

Bonding shall apply to any applicant who wishes to be granted financial assistance or time off their University duties for a period of more than three months.

(See the Bonding period table on the next page)

Table illustrating Bonding period

FUNDING					
Column →	1	2	3	4	5
Proposed Bonding Years for →	Normal Workload (years)	Reduced Workload (years)	No Workload(years)		
			Full salary	Partial Salary	No salary
PhD	3	4	5	3	0
Master's	2	2.5	3	2	0
Professional courses	2	2.5	3	2	0
Bachelor's	2	2.5	3	1.5	0
Diploma	1	1.5	3	1	0

The bonding period shall depend on sponsorship, type of study leave granted, and availability for teaching/work during the study programme.

As per the table above, staff granted permission to study with full or partial financial support from the University, the following bonding periods will apply:

- a) Staff who undertake programmes that are sponsored by the University or donor grants or sponsorships/fellowships approved by the University and continue to carry a normal workload with pay shall be bonded for a lesser period depending on the level of training. For Doctoral Studies, it will be a bonding period of three

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(3) years, two (2) years for Master's, two (2) years for Professional Courses, two (2) years for Bachelor's and one (1) year for a Diploma as represented in Column 1.

b) Column 2 applies if a staff member is funded and continues working but with a reduced work load, they will be bonded for a longer period than the staff in column 1 (a) above.

c) Column 3 and 4 are representative of staff who will continue to receive a salary whether full or partial when they are not working. They will be deemed to have received some sort of funding since they will not be working but receiving a salary. Those that receive a full salary in Column 3 shall be bonded for a longer period in comparison to those receiving a partial salary in Column 4.

d) Column 5 is a representation of staff that will receive no salary and will have no workload during their period of study, but whose position will be reserved for them until they complete their studies.

Note: Staff who have only been granted permission to study, without funding to undertake their study programmes and have a normal workload, shall not be bonded.

Failure to serve the bonding period

In the event that a staff member who is sponsored or funded wishes to leave UCU either before or on completion of their studies or before they serve the bonding period, they shall be required to refund costs incurred by the University in supporting the employee on the study programme.

The refunds will be calculated as follows:

i. Before completion of the studies:

An employee shall be required to refund all the funds they will have received so far from the University towards the study.

ii. At completion of the studies:

An employee who received a scholarship in form of a salary or money to study shall be required to refund all the costs incurred by the University.

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As part of the process of enforcing refunds in (i) and (ii) above, the employee's fringe benefits and terminal benefits shall be held in an escrow account to be applied towards the cost of any breach of this agreement. If the cost of the breach exceeds the accumulated sum in the escrow account, the excess amount shall be required of the employee.

A salary refund shall only apply to staff that received a salary but have not been available to teach or work during their time of study.

iii. Before completing the bonding period:

An employee who wishes to leave before serving the full duration of the bond shall be required to refund an equivalent of the remaining part of the bonding period on a pro-rata basis. The refund will include (but not limited to) the scholarship fund, salaries and other emoluments paid to the employee.

21.1 BONDING AGREEMENTS

- a) Bonding agreements shall be signed before program commencement and funds disbursement.
- 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 program commencement.
- c) If the staff member does not sign the bonding agreement within two months of program commencement, sponsorship and study leave with pay shall be withdrawn, and the sponsor shall be informed accordingly.
- d) The Human Resource Directorate 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.
- f) Staff members who complete their studies but do not complete their bonding period shall be required to refund the full cost of the training. This includes the costs for the personnel replacement during the period of their study.

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- g) If a staff has served part of their bond period, they may only refund for the years not served. (i.e two years of a bond of four years then they may only pay for the remaining two years).
- h) In the event that a bonded staff does not serve out their bond or does not complete their studies they shall be sent to the University Staff Tribunal;

22. GUIDANCE

- (a) Academic Staff proceeding for PhD study program after completing Masters' degrees may go ahead without waiting to serve the whole bonding period.
- (b) Staff on University support shall affirm to the University's Instruments of Identity on an annual basis.
- (c) 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. APPEALS

- (a) In case the Head of Department/Dean rejects an application, the applicant can appeal to the line DVC who makes a decision in consultation with the Head of Department/Dean.
- (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.