

## STAFF TRAINING AND DEVELOPMENT POLICY

<b>Version</b>	1.0
<b>Short description</b>	Staff Training and Development Policy
<b>Relevant to</b>	University Staff
<b>Approved by</b>	University Council
<b>Responsible officer</b>	Deputy Vice-Chancellor Administration and Finance
<b>Responsible office</b>	Office of the Vice-Chancellor
<b>Date introduced</b>	June, 2014
<b>Related University documents</b>	University Charter, Statutes, Human Resource Policy, Finance Policy, other relevant University policies
<b>Related legislation</b>	Universities Act, 2012
<b>Key words</b>	Training, Development

**JUNE, 2014**

## **APPROVAL**

The University of Eldoret having been awarded its Charter on 11<sup>th</sup> February 2013 has set on a growth path guided by its vision of “being a Premier University that is globally visible in knowledge generation and technological innovation”

As part of laying its foundation, the University developed its Statutes in November 2013 followed by its first strategic plan which will be rolled out later in the year. The process of recruiting its top managers was completed in March 2014. The University has now embarked on the process of developing its policies which will guide decisions of the different organs of the University in order to achieve rational outcomes geared towards the growth of the University. This Staff Training and Development Policy is just one of the many policies that the University is rolling out.

My special thanks go to all those who put in their time, effort and skills to develop this Policy.

By virtue of the authority vested in me as the Chairman of Council of the University of Eldoret and in reference to the approval granted by Council in its meeting of 14<sup>th</sup> June, 2014 , I hereby sign this Staff Training and Development Policy this 14<sup>th</sup> day of June, 2014.



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**CHAIRMAN OF COUNCIL**

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## FORWARD

The **University of Eldoret** is one of the public Universities in Kenya. It is situated approximately 9 km along the Eldoret-Ziwa road in Eldoret town, Uasin Gishu County. It was founded in 1946 by the white settlers as a Large Scale Farmers Training Centre. In 1984, it was converted to a teachers' training college and renamed Moi Teachers' Training College to offer Diploma Science Teachers Training. Due to the double intake crisis, the College was taken over by Moi University as a Campus in 1990, renaming it Chepkoilel Campus specializing in natural, basic and applied science programmes. In August 2010 the President, through Legal Notice No. 125 of 13 August 2010 upgraded the campus into a University College and was consequently named Chepkoilel University College, a Constituent College of Moi University. Upon the award of Charter by the President on 11<sup>th</sup> February 2013, the University College was renamed **University of Eldoret**.

Being a new institution, the University requires staff with requisite skills and qualifications to man its various units for efficient delivery of services. This will be achieved through the operationalisation of this Staff Training and Development Policy. The training shall be conducted based on the Training Needs Assessment (TNA).



**Professor Teresa A.O. Akenga**

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**Vice-Chancellor**

## 1. INTRODUCTION AND BACKGROUND

University of Eldoret was established through an award of Charter on 11<sup>th</sup> February 2013. Until then it was Chepkoilel University College, a Constituent College of Moi University from 13<sup>th</sup> August 2010 to 11<sup>th</sup> February 2013. It had been a Campus of Moi University since 1990. The University is Science and Technology oriented and focuses on Applied, Natural and Pure Sciences.

Staff Training and Development Policy aim at improving the productive capacity of the University's human resource. The Training will not only enable staff to realize their full potential in the roles they play but also enhance their own professional caliber.

### **Vision**

To be a premier university that is globally visible in knowledge generation and technological innovations

### **Mission**

To provide high quality education and training, in Science, Agriculture and Technology that promotes networking, partnerships and linkages with other institutions and industry

### **Core Values**

- Integrity
- Innovativeness;
- Customer satisfaction;
- Competitiveness;
- Equity; and
- Responsiveness

## **Mandate**

- The Mandate of University of Eldoret is enshrined in its **objects** and **functions**. The **objects** of the University shall be to:
  - (a) Provide directly, or in collaboration with other institutions of higher learning, facilities for quality University education, including scientific and professional education, and the integration of teaching, research, outreach and effective application of knowledge and skills to the life, work and welfare of the citizens of Kenya;
  - (b) Provide and advance University education and training to appropriately qualified candidates, leading to the conferment of degrees and award of diplomas and certificates and such other qualifications as the Council and the Senate shall from time-to-time determine and in so doing, contribute to realization of sustainable national economic and social development;
  - (c) Provide programmes, products, and services in ways that reflect the principles of equity and social justice.
- The **function** of the University shall be to participate in technological innovation as well as discovery, transmission, preservation and enhancement of knowledge, and stimulate the intellectual participation of students in the economic, social, cultural, scientific and technological development of Kenya.

## **2. OBJECTIVES OF STAFF TRAINING AND DEVELOPMENT POLICY:-**

- a) To make staff knowledgeable of the University of Eldoret's mission, vision, history, policies, structure, rules and operational activities.
- b) To improve the performance of the University by facilitating the acquisition of professional and/or technical knowledge and skills by staff members in their areas of responsibility.
- c) To ensure the availability of sufficiently trained manpower that can cope with the changing needs of the University.
- d) To develop and enhance staff's supervisory and managerial capacities.
- e) To facilitate effective communication throughout the University.

### **3. TRAINING NEEDS ASSESSMENT (TNA)**

TNA for each organizational level shall be determined, from time to time, in response to the University's changing environment and in keeping with its Vision and Mission, relative to:

- i. Skills Development/Performance Improvement
- ii. Lateral and vertical mobility
- iii. Career mobility (progression)
- iv. Anticipated organizational personnel needs
- v. Teaching effectiveness
- vi. Research Capacity
- vii. Personal Growth
- viii. Human Resource Development
- ix. Competent policy-making and support functions.

### **4. PERFORMANCE APPRAISAL**

#### **a) Performance Appraisal Forms**

These shall be used to determine deficiencies and strengths in performance for remediation through training.

#### **b) Section or Departmental Performance**

This shall entail the determination of the extent to which a Department meets its goals and objectives. Deficiencies may arise in human resource skills or other resources such equipment, tools, capital etc.

#### **c) Projected human resource needs**



This shall be conducted by the Development, Planning and Establishment Committee based on the institutional Vision and Mission and the anticipated outcomes.

## 5. TYPES OF TRAINING

### 5.1 Training types based on dichotomies:

- a) short/Long Term
- b) Internal/external
- c) Formal/Informal
- d) Practical/Theoretical

### 5.2 Training sessions may overlap for the dichotomies (4.1).

- a) Orientation / Induction
- b) On-the-job training
- c) Workshops, Seminars, Conferences etc.
- d) Certification Course (including professional).
- e) Ordinary and Higher Diplomas.
- f) Post Graduate Diplomas
- g) Bachelors Degree
- h) Masters Degree
- i) Doctorate Degree

## 6. CRITERIA AND PROCEDURES FOR SELECTING STAFF FOR TRAINING

### 6.1 Category Specific Criteria

#### a) Orientation /Induction

Applicable to new recruited and appointed employees

Affirmative action shall be taken into account whenever training opportunities are offered.

#### b) On the Job Training

Applicable to all staff depending on training needs as per the staff appraisal.

#### c) Workshop, Seminars, Conferences etc.

This is applicable to all staff members depending on needs of specific units.

#### d) Certificate Courses

Short term course targeting mainly Junior and Middle level staff depending on Departmental / Section training needs.

#### e) Diploma Programmes

This is applicable to Junior and Middle level staff based on Departmental /section's training needs.

#### f) Post Graduate Diploma

This applies to graduate employees with need for specialized training as determined by the Department /Section.

#### g) Bachelors Degree

This is applicable to middle level staff with Certificate or Diplomas depending with Departmental/section's needs.

**h) Masters Degree**

This applies to the Academic, Senior Library and administrative staff (and Middle level Staff) depending on Departmental/Section's needs. However, priority will be given to Graduate Assistants and Administrative Assistants.

**i) Doctorate**

This is applicable to the Academic, Senior Library and Administrative staff depending on Departmental/Section's needs.

**j) Fellowships, Attachment, Staff Exchange**

This applies to Academic and Administrative Staff depending on Departmental / School's needs.

**6.2 General Criteria**

- i. Staff applying for any training shall be expected to meet the requirements for the particular training in question.
- ii. Based on continuous staff and departmental appraisals, departments shall determine training needs and identify appropriate persons for training to meet the needs.
- iii. For long term training (Diplomas and, Degree programmes lasting more than one year) priority for local training will be given to members of staff based on length of service and need. For overseas training, priority will be given to members of staff as per the age limit and other conditional ties specified for the respective Scholarships, Grants and Donor Agencies.
- iv. Except for staff appointed on Staff Development (e.g. Graduate Assistants, Tutorial Fellows, etc), eligibility for training will be after confirmation of the, appointment and after offering three years of uninterrupted service to the university or in accordance with Departmental needs. However, this requirement will not be subjected to staff attending short courses, workshops or seminars.

- v. In case of a staff member who had earlier gone for training, he/she has to fulfill the bonding obligations and must have worked for a period equivalent to the training period before he/she can be considered for any other training or may be in accordance with Departmental needs.
- vi. Staff members proceeding on study leave must be bonded for an equivalent period of the study leave.
- vii. The training must be relevant to the university needs.
- viii. Availability of funds (e.g. university funding, self sponsored, project scholarships etc).
- ix. All members of staff should have equal opportunities regardless of gender, disability, race/ethnicity and religion.
- x. Preference for training will be given to Kenyan nationals.

### **6.3 Procedure of Applying for Training**

- a) All members of staff wishing to undertake any training shall normally apply to the relevant authority through respective Heads of Departments/Sections.
- b) Departments/Sections shall have Departmental Staff Training and Development Committees which shall forward nominations to School Boards who will consider and make recommendations to the Staff Training and Development Committee of the University.
- c) For Non-teaching staff, Departments/Sections and Divisions will consider applications and recommend nominations to Staff Development Committee of the University.
- d) All training shall be approved by the Management Board and reported to Council accordingly.

## **7. STUDY LEAVE REGULATIONS**

- i. Study leave shall only be granted to members of staff by Council on the basis of the needs of the University and in the interest of staff development
- ii. Study leave will be of appropriate duration for respective training programmes and on such conditions Council may determine subject to progress report.
- iii. Bonding shall always be prerequisite for granting of study leave and should be equal to the period of study.
- iv. Staff who has been bonded shall get 80% basic salary while 20% shall be held by the University.
- v. A member of staff whose request for study leave has not been approved may opt to apply/request for unpaid leave of absence to pursue his/her course specific to one's area of interest.
- vi. Study leave approval shall be for one year initially renewable on satisfactory progress report.
- vii. The employee under study leave who fails to complete training on academic grounds will be required to pay back to the University all the training expenses paid by the University.
- viii. The employee who breach the conditions of the bond must pay back to the University equivalent remuneration for the bonded period

## **8. FUNDING FOR STAFF TRAINING AND DEVELOPMENT**

University of Eldoret as the employer shall provide the lead in funding Staff Training and Development by setting aside a certain percentage of its annual budget for the purpose.

Training Sponsorship mechanisms:

- a) Sponsorship from the University

- b) Scholarship from External Sponsors
- c) Scholarship from Special Projects
- d) Split sponsorships (University And External Donors)
- e) Self-sponsorship
- f) Reimbursable Scholarship

Each sponsorship shall be awarded in accordance with the selection criteria stipulated in this policy. Staff shall qualify for any of the sponsorship, one at a time, and must only be one type of scholarship.

### **8.1 University Sponsorship**

University sponsorship shall be awarded to staff under the same conditions as External Scholarships/Sponsorship on a competitive basis subject to availability of funds and shall take the following forms:

- a) Partial Scholarship (Fellowship, Studentship, Assistant) be given to Academic staff registered for studies at University of Eldoret.
- b) All 1<sup>st</sup> class graduates pursuing higher degrees at University of Eldoret will be given partial scholarship.
- c) Schools, Institutes or Departments may sponsor staff with funds from their income generating activities.

### **8.2 External Scholarships**

The University shall solicit and obtain scholarships from various donor organizations for sponsorship of staff on training. Possible sources of funding:

- a) University - Industry links
- b) External donors/partnerships

### **8.3 Special Projects Scholarship**

Department/School/Institutes of the University receive Grants from external sources for special projects including Development and Research Projects, which may contain training scholarships. Such Departments/Schools shall make recommendations to the Development Committee of the University, which shall take into consideration special circumstances stipulated for such scholarships.

### **8.4 Split Scholarships**

The applicant for split scholarships for training shall fulfill all conditionalities specified by the institutions involved.

### **8.5 Self Sponsorship**

In self sponsorship programme, a member of staff shall be responsible for tuition of his/her training.

### **8.6 Reimbursable Scholarship (Junior Staff) - Grade i -iv**

Junior Staff who through his/her own time embarks on a course relevant to his/her duties with prior approval of the University and qualifies may be reimbursed expenses stipulated in the Collective Bargain Agreement provided that:

- a) The course shall be directly related to the nature of his/her duties.
- b) The course shall improve the employee's performance and enhance his/her potential for additional responsibilities.

### **8.7 Academic Staff**

- (a) It is expected that Academic staff shall be qualified at doctorate level for effective engagement in Teaching, Research and Outreach programmes.
- (b) Staff reviews shall be conducted at intervals of 4 years to verify enrolment or completion of PhD studies; those who shall not have fulfilled either of the two options during the 2<sup>nd</sup> review shall be terminated from the service.
- (c) Evaluation of all Academic staff shall be conducted on Annual basis to determine performance in Teaching, Research and Outreach.

## **8.8 Non Teaching Staff**

### **(a) Senior Library/Administrative Staff.**

Staff within this cadre shall be expected to qualify at PhD or acquire equivalent qualifications in relevant professions. Those who will not make an effort to attain essential qualifications will be disadvantaged in assessment for career progression.

### **(b) Middle Level Staff and Junior Staff**

Staff within this cadre shall be expected to meet minimum qualifications set by Departments.

(c) All cadres of non-teaching staff shall be accorded opportunities for further training as may be deemed necessary by departments.

(d) Evaluation of non-teaching staff should be conducted on Annual basis to determine delivery of services.

## **9. TRAINING EVALUATION**

a) Staff on training shall submit quarterly progress reports countersigned by supervisors.

b) A job performance appraisal shall be undertaken to determine the worth of training.

## **10. CAREER DEVELOPMENT**

In an effort to retain quality and a stable work force, the University shall endeavor to provide career development opportunities through:

a) Periodic reviews of Schemes and Terms of Service

b) Maintaining a transparent and equitable system of promotion.

c) Applying a competitive system of recruitment.



- d) Providing equal opportunities for Training
- e) Providing career Guidance and Counseling.
- f) Offering rewards based on merit by giving priority to serving and competent officers.

## **10.1 Job Satisfaction**

For University of Eldoret to gain and maintain competitive advantage over time, it must retain the staff it shall have developed. The University shall enhance job satisfaction through the provision of:

### **a) Competitive remuneration Packages**

- An attractive Medical Scheme
- Scholarships for spouses and legal dependants
- Attractive allowances (e.g. traveling allowance, responsibility, acting, and housing allowance, etc)

### **b) Enabling work environment**

- Adequate and current models of equipment
- Adequate facilities
- Adequate resources
- Safe working conditions

### **c) Staff Welfare**

The University shall facilitate Staff Welfare through:

- Social amenities such as clubs, sports, games, etc.
- Recreational activities
- Economic assistance (e.g. loans)

- Educational activities (e.g. good schools for staff children, etc).
- Cultural activities (e.g. Music Festival, Drama, Team Building activities, etc).

**10.2 Sabbatical Leave and Post Doctorial Studies**

All senior academic staff are encouraged to take sabbatical leave or undertake Post doctorial Studies as provided for in the Terms of Service to enhance expertise in their professions.

**10.3 Implementation of Training Policy**

Heads of Departments, Sections and Deans shall be responsible to Council through the Management Board for the implementation and shall submit Annual Reports on training.

**11. EFFECTIVE DATE**

This Policy shall be effective from the date it is approved by the University Council.

**12. REVIEW**

This Policy shall be reviewed from time to time as need arises.

**APPENDIX 1**

**UNIVERSITY OF ELDORET TRAINING SPONSORSHIP REQUEST FORM**

**1. INFORMATION PROVIDED BY THE APPLICANT**

**PARTICULARS OF THE APPLICANT**

A. Name .....

School.....Department.....

**B. ACADEMIC BACKGROUND/QUALIFICATIONS**

	Institution Attended	From	To	Qualification
I	_____	_____	_____	_____
II	_____	_____	_____	_____
III	_____	_____	_____	_____

**DETAILS OF THE COURSE TO BE SPONSORED**

1	Course to be undertaken/being undertaken (PHD, Degree, Diploma, Certificate)	
2	Institution of Study	
3	Mode of Study - Full/Part-Time	

4	Duration of Study	
5	Budget of the Whole Course	
6	If already registered indicate amount paid	
7	Any other relevant Information	

**2. INFORMATION PROVIDED BY THE H.O.D**

Is the training request as per approved departmental budget Yes/No \_\_\_\_\_?

Has the applicant qualified for the training as per the policy Yes/No Indicate any conditions not fulfilled (if any?)

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Indicate whether there are employees in your department undergoing training even if self sponsored.

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Recommendations \_\_\_\_\_

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Name \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

**3. RECOMMENDATIONS BY DEAN OF RELEVANT SCHOOL (FOR ACADEMIC STAFF)**

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Name \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

4. COMMENT BY THE DEPUTY VICE CHANCELLOR (ACADEMIC & STUDENTS AFFAIRS/ADMINISTRATION & FINANCE before sending the application to Human Resource Department for processing.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

5. VICE-CHANCELLOR/UNIVERSITY MANAGEMENT BOARD APPROVAL

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name: \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_