



**JARAMOGI OGINGA ODINGA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

STAFF TRAINING POLICY

DECEMBER, 2013

Jaramogi Oginga Odinga University of Science and Technology

Staff Training Policy

2013

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Policy Title: Staff Training Policy

Policy Theme: To ensure that staff of the University access training and development in a fair and equitable manner.

Policy Contact: Registrar, Planning and Administration

Approval Authority: The Council

Category: Human Capital

Reference No: JOOUST/VC/LO/P/011

Status: Approved by Council
20th December, 2013
Minute: 8/05/12/13

Commencement Date: 20th December, 2013

Signed:

 24th Jan 2014

Vice-Chancellor, Secretary to Council Date
Prof. S. G. Agong'

 24th Jan. 2014

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PREAMBLE

This policy provides clear guidelines for efficient management of staff training and development function in the University. In addition, it will ensure the University comprises competent and committed staff.

LIST OF ABBREVIATIONS AND ACRONYMS

JOOUST Jaramogi Oginga Odinga University of Science and Technology

ICT Information Communication Technology

TNA Training Needs Assessment

PA Planning and Administration

DEFINITIONS

University: means Jaramogi Oginga Odinga University of Science and Technology.

Department: means all service-based units in the University structure.

Training: means a planned process to modify attitude, knowledge or skill through learning experience to achieve effective performance in an activity or range of activities.

Programme of study: means a prescribed syllabus that trainees must be taught at a given level

Staff: means all employees of the University who are on permanent /contract employment and academic staff, professional non-academic or support on development programme.

Staff development: means University sponsored for capacity building

1.0 INTRODUCTION

The Staff Training and Development Policy derives from the high value placed by the institution upon its staff and the belief that they are central to its endeavors. This policy aims to assist the training and development of each individual and thereby enhance the University's performance and its status as a quality employer. It covers the role of the Staff Training and Development Committee, delineates responsibility and provides a framework for implementation of the policy, including consideration of equity, funding and performance indicators.

Extending knowledge and skills to its staff is one of the University's key commitments. The University is dedicated to the pursuit of learning, but is itself required to be a "learning organization", so that it can continually improve the provision of learning opportunities. Development of knowledge, skills and attitudes enhances the performance of staff in their current tasks and prepares them for the emerging roles to which they will need to adapt. It is a vital investment from which staff and the University itself will benefit.

2.0 POLICY STATEMENT

The Staff Training and Development Policy endeavors to empower University employees with the skills and knowledge to offer quality services to its customers.

3.0 PURPOSE

The purpose of this Policy is to support continuous learning by University employees by providing a funding source for participation in University-sponsored or work-related training and development. This Policy is a statement of the University's intent regarding this goal and aims to establish a safe working environment in which staff training and development is actively promoted, employees encouraged and opportunities for recognition and development provided.

4.0 OBJECTIVES

The objectives are:

- (a) To ensure the University has staff with requisite competencies to support the Universities mission, vision and strategic objectives.

- (b) To provide opportunities for personal growth and development of staff members to cope with emerging internal and external challenges in their duties and responsibilities.
- (c) To ensure that the decision making and planning processes fully integrate University staff training and development needs.

5.0 TRAINING AND DEVELOPMENT PRINCIPLES

To achieve the objectives stated, the following principles shall apply:

- (a) That training is an investment in skill development of employees which should be directed at achieving the strategic objectives of the University;
- (b) That all employees should have access to appropriate training and development opportunities required to perform their assignments.
- (c) That the training shall ensure career development opportunities is in accordance with the University's policy of non-discrimination, gender discrimination and equity;
- (d) That training shall address gaps identified during staff performance appraisal, competency needs assessment and training needs assessment and;
- (e) That training and development will be prioritized according to available resources and the needs of the department and University.

6.0 MODES OF TRAINING

The following are various training approaches that the University shall use:

- (a) Orientation/induction programmes for new employees and internally re-deployed staff;
- (b) On-the-job training, via job shadowing, coaching, mentoring, in-house skill sharing, participating in a project or job in a new area;
- (c) Secondment and placements/visits to other organizations;
- (d) Formal structured training such as studying towards qualifications, short courses or attending conferences both internal and external; and
- (e) E-learning and use of internet systems.

7.0 MODES TO APPLY

The following shall be considered when deciding on the training mode to apply:

- (a) the benefits of the training and development to the University;
- (b) the cost of training and development; and
- (c) the location of the training and development.

- i. On the training need, the Registrar, Planning and Administration shall advise on programmes that have been attended and positively evaluated by other staff, including previous participants.
- ii. The Staff Training and Development Committee may also commission training to be run either internally or externally, where it is clear that there is a significant University need.
- iii. Where an internal training intervention is being planned, in-house expertise, where available, shall be used to deliver the training. External trainers will be used in conjunction with internal staff, where possible, to tailor the training to the University context, while developing the expertise for the future.
- iv. Any scholarship opportunities shall be advertised through the website , individual e-mails and placed on notice boards to ensure that all staff have access to the relevant information and opportunities.

8.0 RESPONSIBILITIES

8.1 Management Board

The Management Board shall :

- a. Ensure that staff training and development policy is fully implemented to the benefit of the University and employees;
- b. Allocate adequate resources to fund training and development activities;
- c. Identify annual University priorities for training and development; and
- d. Receive and consider training and development reports

8.2 The Staff Training and Development Committee

The composition of this Committee of Senate shall be as contained in Schedule VII of the Statutes, 2013.

8.2.1 Responsibilities

- i. To formulate and review the training policy in the University;
- ii. To plan for staff training;

- iii. To serve as a clearing house for all training programmes;
- iv. To award scholarships received by the University;
- v. To receive and process applications for training;
- vi. To draw up policies and criteria pertaining to appointments, appraisals, and promotions in the University and make recommendations to the Senate;
- vii. To recommend rewarding of meritorious performance and recommend deserving cases to the Promotion Committee of the Council;
- viii. To deal with any other matters referred to it by Senate, the Vice-Chancellor or any other University Committee; and
- ix. To receive and consider staff training and development plans and budget.

8.3 Heads of Departments

Heads of Departments shall:

- (a) Analyse the training needs of staff in relation to their posts and University priorities;
- (b) Carry out career development review process systematically and agree on a meaningful career development plan for each of their staff;
- (c) Ensure that training identified for each individual's career development plan is implemented as far as possible within the available resources;
- (d) Monitor and evaluate learning for employees who have undertaken training and development. Seek feedback on internal and external training programmes, including their quality and cost effectiveness and forward reports to the Registrar, Planning and Administration;
- (e) Ensure that employees implement the knowledge and skills that they have gained from training and
- (f) Ensure that staff who attend training prepare:
 - i) a report for onward transmission to Registrar (PA) copied to the Vice-Chancellor
 - ii) a training schedule for departmental members.

8.4 Individual Staff Members

Members of staff shall be:

- (a) Encouraged to identify, prioritize and agree on their training and development needs with their heads of department;
- (b) Required to prepare a training schedule and presentation for colleagues;
- (c) Required to complete the relevant evaluation forms.

8.5 Human Resource Training and Development Section

The section shall:

- (a) Analyse career development plans to identify common individual training needs which would be effective to administer centrally;
- (b) Assist in the identification and prioritization of the University's training needs;
- (c) Develop an annual University's training programme to meet the aggregated individual and corporate needs;
- (d) Design appropriate training programmes and identify suitable trainers;
- (e) Maintain database on relevant training programmes and institutions;
- (f) Advise on training and development opportunities available;
- (g) Monitor training attendance and funding allocations to ensure equity;
- (h) Receive and analyze training and development evaluation forms and
- (i) Produce and publish an annual training and development report.

9.0 FRAMEWORK

(a) The framework to guide in the implementation of this policy shall take into account the need to recruit and select quality staff, induct, train and give opportunities for development, to appraise performance and provide, where possible, the chance to progress on appropriate career paths. A holistic and equitable approach shall be adopted, rather than a narrow focus on isolated training courses and other developmental activities. The overall aim of the staff training and development programme shall be to assist and support staff in planning their career development that support University objectives.

(b) Staff training and development shall operate as a cycle, which is repeated at each Departmental levels as individual staff grow personally and professionally. Many staff members will seek to move to the next level to further their career, once they have acquired sufficient experience and demonstrated proficiency in their current job. Others will choose to remain at the same level, but might seek to become more specialized or multi-skilled to maintain interest and job satisfaction.

(c) At each level, the cycle starts with recruitment and selection, then induction, followed by training and practice. The cycle culminates in annual performance appraisal to provide feedback, identify further training and development needs and assess suitability for career advancement, or opportunities for lateral moves to accommodate personal aspirations, or University needs. Development needs will be met through attending skills or professional development courses, undertaking formal courses to prepare for advancement to the next level, or other development activities such as attendance at conferences, undertaking projects or job rotation.

(d) Individuals seeking career progression shall plan their development, in conjunction with their supervisor, as part of objective performance appraisal in the staff development cycle. The Human Resource Department shall provide updated information on career paths to assist staff in choosing career progression and development options, as well as enables the University to plan training and other activities required at each level.

(e) This framework shall consist of broad career paths which provide opportunity for staff progress from one level to the next, having completed one or more iterations of the staff development cycle at each level. It should be noted that the career paths are not prescribed and shall be no be guaranteed for any particular individual to progress automatically. However, should a vacancy exist, priority will be given to individuals with relevant training.

9.1 Career Paths

(a) *Academic Staff*

Tenure and promotion requirement and procedures for academic staff to progress along a career path from Assistant Lecturer, at Grade 11 to Professor at Grade 15, are well established.

(b) *Professional Staff*

Professional staff positions are classified from Administrative Assistant Grade 7 through academic staff equivalent of Assistant Lecturer (Grade 11) to Professor (Grade 15). Within this structure, positions are further identified with job categories

titled Administrative, Information Technology, Library, Scientific and Technical, Trades and Services.

Human Resource Department shall identify and group professional staff positions where duties are essentially the same to develop a consistent and comprehensive nomenclature for positions within each category at each level. This should facilitate identification of potential avenues for advancement, or potential for lateral move to broaden an individual's base or experience or facilitate a change to another job category. For example, a member of administrative family employed in a clerical position would be aware of administrative officer position at the next higher level across the job family. The individual staff might apply for the next available vacancy, knowing it would be an appropriate career move. Alternatively, a laboratory technician in the scientific and technical job family might seek to move to a School administrative position in the administrative job family at the same or higher level.

9.2 Recruitment and Selection

Internal applicants will be better prepared and made more competitive for promotion through attending University career advancement training targeted at various levels.

9.3 Induction

9.3.1 Induction programmes are critical as the first form of training for the University's new employees or recruits as this is the first entry point at which values, attitudes and culture, including procedures and rules of the University are inculcated. Therefore, induction sets the tone for the expected performance in compliance with the schemes of service. Effective induction process will help introduce new staff to the University to the context and environment in which they will work, as well as encourage their interest in and commitment to their new employer. Subject matter will include, as appropriate to the type of staff concerned:

- a) The University mission, goal, core values and history;
- b) The context (structural, political, economic, social, etc) within which universities operate; and
- c) Policy, procedures and organization.

9.3.2 Induction begins from the day a new member of staff reports on duty and should continue for one month, depending on the level of the staff. The following approaches will be used for induction:

- (a) information provided on -line;
- (b) compulsory induction programmes;
- (c) induction seminar involving the Vice Chancellor and other senior staff to encourage a sense of belonging to the University; and
- (d) activities at departmental unit level;
 - i. introductions to all staff;
 - ii. confirmation of duties of the position and the role of supervisor with respect to probation and performance appraisal;
 - iii. an overview of the department's work, mission, goals, ethics, values and its place in the University structure;
 - iv. use of Information Communication Technology (ICT);
 - v. occupational health and safety induction, and
 - vi. identification of an appropriate mentor who can support the new staff member.

9.3.3 For academic staff, induction programmes will include an introduction to theory and practice relating to student learning, curriculum planning and development, course management, course evaluation, teaching, student supervision, assessment and examination, scholarship, research and community engagement.

9.4 Practice on the job

9.4.1 Significant learning and development will occur as employees put into practice their skills and qualifications on the job. Such learning will be enhanced if the following developmental opportunities are made available or encouraged, as may be appropriate, by the University:

- (a) on-the-job training, particularly in the specific skills required for the job;
- (b) participation in practical learning programmes;
- (c) lateral transfers/job rotation;
- (d) staff interchanges or secondments;

- (e) internships;
- (f) attending conferences;
- (g) special studies programmes, workshops and seminars;
- (h) study visits;
- (i) inter- University visits;
- (j) multi-skilling;
- (k) temporary performance of higher duties;
- (l) support from a mentor;
- (m) involvement with networks or professional associations;
- (n) private study to improve skills or qualifications; and
- (o) for academic staff, participation in professional development activities relating to teaching, learning and research.

9.4.2 Staff expected to undertake new tasks in their job shall be given on-the-job training or the opportunity to attend the relevant performance enhancement training as appropriate to the University and individual needs.

10.0 TRAINING NEEDS ASSESSMENT

- (a) All training in the University will be based on comprehensive training needs assessment to be conducted on an annual basis in each department and will include both external and internal training. In analyzing the training needs, training objectives will be linked to University goals. For effective assessment, each department will be required to develop and maintain a skills inventory for its entire staff.
- (b) Following annual staff appraisal process, Heads of Departments and individual staff shall identify the training and development needs for inclusion in the Annual Staff Training and Development Plan. In the process, the Head of Department and the individual staff shall indicate the period required for the training or development activity.

The training needs will cover the following areas:

- i. Training required to bridge the University's knowledge and skills gap.
- ii. Changes in legislative requirements.

- iii. Additional knowledge and skills required to contribute to the priority work areas of the University. These needs shall be identified by the Heads of the Departments to ensure that the resources are made available to staff for these needs.
 - iv. Individual aspirations for career development and any preparation they need to enable them undertake higher levels of responsibility within the University.
- (c) Training needs analysis will ensure that career advancement and performance enhancement courses meet University needs and identify target participants for training. This should inform the development of the Annual Staff Training and Development Plan, which will also identify and list offered by other organizations.
- (d) Completion of career advancement training for professional staff will not provide automatic promotion, nor will external applicants be precluded from selection because they have not completed the relevant training. In order to assist internal applicants to be more competitive for higher level positions, completion of the relevant career advancement training for each level will be specified as desirable in selection criteria. Supervisors conducting annual performance appraisal should identify and encourage staff with potential to progress to higher levels to attend career advancement training.
- (e) Performance enhancement training: Skills and personal development requirements should be identified at each level to enable staff improve their expertise and better perform in current positions. Performance training will be grouped to recognize the different needs of staff with teaching and research interests, management staff and staff with scientific, technical, financial, administrative, computing, client services, or occupational health and safety responsibilities.

10.1 Essential Training

University staff shall be eligible for one week in the relevant training in a year based on funds available in the following areas:

- (a) Induction training for new staff and staff transferred and promoted to other units and management staff.

- (b) Training to meet statutory obligations as an employer, for example, the Employment Act 2007, the Constitution, Labour Laws, Cohesion and Integration Act, Public Officers Ethics Act 2003, Persons with Disabilities Act, HIV and AIDS Policy and Occupational Health and Safety Act.
- (c) Training to keep staff abreast of new changes in their work environment, for example, technological changes.

10.2 Training Projection

Training projections for different categories of staff will form part of the Staff Training and Development Plan. All University Departments will be required to identify training needs and prepare training projections annually that will guide the Staff Training and Development Committee in nominating staff for training. The process of identification of training needs and prioritization of staff will remain under the general guidance and coordination of the Head of Department.

10.3 Training Programmes

Training programmes will comprise both short and long-term training in specific professions that are intended to impart required knowledge, skills and attitudes to enhance staff performance. Where applicable, the University will design in-house training programmes as a method of drawing training interventions which will address identified training needs. In addition, training will be provided under institutional training both locally and abroad. To facilitate this, the University's obligations shall be to;

- (a) ascertain professional, qualified and experienced trainers;
- (b) give guidelines on standards for all training programmes;
- (c) make available training programmes that are cost-effective; and
- (d) provide an effective evaluation and feedback system

10.4 Eligibility for Training

10.4.1 All staff members appointed on permanent/contract terms of employment shall be eligible for training provided that their requirements are within the areas of priority capacity building as identified by of the Staff Training and Development Committee.

10.4.2 All staff in the management shall undertake training in policy formulation and project implementation.

10.4.3 Those training within their career paths are to be supported by the University subject to availability of funds provided they fulfill the following conditions, which will guide the approval process for long term training:

- (a) be on permanent and pensionable terms;
- (b) have been confirmed on appointment;
- (c) staff must have served the University for a period of two (2) years including the probation period, however, those employed within training grades are eligible to proceed for further training;
- (d) be nominated and recommended by their heads of departments; and
- (e) have served for two years since the last long term training.

10.4.4 The University shall not support training of staff approved outside their career paths if not supported or approved at the departmental level. Approval at the departmental level shall clearly show justification and link the training to the needs of the department and the University at large.

10.4.5 For those training under collaborative programmes, provisions for the collective agreement will determine the terms of the training in compliance with the University regulations;

10.4.6 Training in information technology will be facilitated for all employees but the onus lies with the staff.

10.4.7 Staff on approved training will be deemed to be on duty and will, therefore, be entitled to the benefits subject to the Terms and Conditions of Service.

10.4.8 The University will only support training programmes that are approved by the Staff Training and Development Committee.

10.5 Application Requirements

(a) Consideration for training shall be based, on among others, the approved training projection for the Departments and forwarded to the Staff Training and Development Committee.

- (b) Applicants shall give full details of confirmed admission, sponsorship and description of the relevance of the training to the applicant's appointment at the University and the timeliness of the training.
- (c) Staff members shall normally be expected to pursue programmes of the University or any other programme approved by the University. Justification for the choice of the programme outside the University will be required.

11.0 PROCEDURE

- (a) All applications for training shall be submitted to the Head of Department.
- (b) The Head of Department shall convene the Departmental Training Committee to consider the applications and shortlist the applicants.
- (c) The names of the shortlisted applicants, including those not shortlisted and the minutes and any other relevant documents shall be forwarded to the Staff Training and Development Committee.
- (d) The Staff Training and Development Committee shall consider and approve the applications;
- (e) All recommendations shall be endorsed by the Vice Chancellor.
- (f) In all cases, including time-off, written approval must have been obtained from the University before commencement of the course.
- (g) The Registrar (PA) shall inform all the applicants of the outcome of the application.

11.1 Appeal

Where an application has not been approved and subject to requests for review, applicants who are dissatisfied with the decision of the Staff Training and Development Committee even after review may appeal to the Vice Chancellor within (14) days of the date of receipt of the outcome of the review.

12.0 BENEFITS OF SUPPORT

Attendance of training, conferences and studying for additional qualifications shall usually benefit both the individual and the respective Department. The level of support in terms of leave of absence and financial assistance will, therefore, reflect the balance of benefits that accrue, on the one hand to the University and on the other to the individual.

12.1 Balance of Benefits

There are varying balances in the benefits between the University and the individual. The balance of benefits should influence the amount of support given to the individual. Attendance of training, conferences and other programmes of study should provide experience, increase knowledge and enhance skills.

These may be essential and useful in:

- (a) enhancing the capacity and efficiency of the University to achieve its Vision and Mission;
- (b) improving performance in the job in which the member of staff is currently employed;
- (c) preparing members of staff for a different kind of job which the University may expect him/her to perform or a job that may be available in the University at some future date;
- (d) making available to colleagues the knowledge and skill acquired from training and conferences, through reports, lecturers seminars and interactive activities.
- (e) enhancing the standing of the individual by acquiring additional qualification; and
- (f) reviewing the time-off granted to the member of staff.

13.0 LEVEL OF SUPPORT

The level of support given to staff may vary and could fall into any of the following categories:

- (a) Leave with pay and fee waiver given by the University for in-house training.
- (b) Leave with pay and all attendant expenses paid for by the University.
- (c) Leave with pay and partial expenses as determined by the Staff Training and Development committee paid for by the University.
- (d) Leave without pay and staff pay all their expenses.
- (e) Leave with pay with no support from the University (no reimbursement).
- (f) Time-off during the regular work-time to pursue a programme either University sponsored or self sponsored.
- (g) Staff who, through their own initiative and in their own time, embark on training relevant to their duty with prior written approval of the University and passes

may be reimbursed in part or in full as determined by the Council. Such staff shall also be granted an examination leave for the duration of the examination.

14.0 BUDGET GUIDELINES

Budget guidelines shall be developed by the Staff Training and Development Committee shall be approved by the Management Board in consultation with the Council.

15.0 SOURCES OF FUNDS

The Staff Training and Development Committee will source funds from internally generated University funds, the Government or bilateral arrangement between the University and donors.

16.0 TENURE OF TRAINING INSTITUTION

The Staff Training and Development Committee will consider only applications for support where such training is to be received from Institutions recognized by the Senate.

17.0 CRITERIA FOR APPROVAL OF TRAINING

In deciding whether or not to approve applications and level of support, the following considerations shall apply:

- (a) The University's Vision, Mission, goals, objectives and projected needs shall form the basis for determining such training needs.
- (b) Staff applying for training shall be expected to meet the requirements for the particular training.
- (c) The cost of the proposed training.
- (d) Whether the training is relevant, essential and timely for both the applicant and the University.
- (e) Qualifications, experience and current performance of the candidate which are likely to affect his/her ability to benefit personally as well as other colleagues in the University.
- (f) For long term training (Diploma or Degree programmes lasting more than one year) priority will be given to members of staff with longest service.
- (g) In all cases, nomination for training shall be done by the Departmental Training Committee .

- (h) Staff who have not served for two years since appointment or from the date of return from the last study leave, shall not be nominated for long training, except those on staff development programmes.
- (i) In exceptional circumstances, one may be nominated for training if the department expresses a critical need or if the alternative would be for the University to lose a training opportunity especially for collaborations with partners.
- (j) Affirmative action of the Government of Kenya and the University.
- (k) Partial contribution by the applicant or other body.
- (l) The University shall as much as possible support members of staff nominated for training and, where finances are limited, consider the order of priority as specified in this policy.
- (m) Where adequate funds are not immediately available and a member of staff on approved training is advised to pay for their expenses, the University shall reimburse the cost in accordance with the University regulations.
- (n) The training committee shall prepare a schedule of approved nominees as well as those not approved based on financial constraints.
- (o) Priority of approval will be given to applications held in abeyance on financial grounds.

17.1 Sponsorship by the University

- (a) The University shall grant scholarship to employees on staff development programmes, undertaking postgraduate training at the University. Fee waived shall only include registration fee, tuition related fees and examination fees and research money.
- (b) Fee waiver shall be renewable annually upon submission of a satisfactory progress report submitted to the Staff Training and Development Committee by the Board of Postgraduate Studies (BPS) or the Chairman of the Staff Training and Development Committee.

17.2 Donated Scholarships

A member of staff who is on University/donated scholarship may be entitled to additional financial support from the University during the period of the scholarship.

The University shall endeavour to comply with regulations as stipulated by respective donor/sponsors.

17.3 Payment of salary and other emoluments

- (a) When a member of staff takes up a scholarship to attend a full time training, he/she shall apply to be granted study leave for the period required to complete the programme of study;
- (b) If a member of staff goes on a full time programme for a period longer than six (6) months on a donated scholarship or University-sponsored scholarship, such a member of staff shall be granted leave on 80% basic salary, while other benefits shall remain the same.

17.4 Short Term Training

Any training lasting up to six (6) months shall be referred to as short term training. A member of staff going for a full time short term training either locally or abroad shall continue to receive full salary and other personal emoluments.

17.5 Local Training Programmes

- (a) A member of staff, who is not on scholarship either by the University or from donors, shall be paid full salary.
- (b) A member of staff on study leave locally shall be required to return to the University to work when the institution he/she is attending is off-session or on an unscheduled closure. This requirement shall be specified in the letter granting study leave. In this case, the affected staff shall be paid full salary and other personal emoluments during the period they are working.
- (c) A member of staff attending a full-time non-residential local training/partial study leave shall be entitled to full salary and all other benefits thereof.

17.6 Stipend

A member of staff on training drawing full salary or any other maintenance payment from the University shall not be entitled to payment of stipend.

17.7 Reimbursement by the University

A member of staff who attends an approved training and pays for registration, tuition, examination fees and project expenses, shall be reimbursed when he/she successfully completes each stage/part of the training subject to the following:

- (a) The University may vary the mode of reimbursement for cases deserving extra-ordinary consideration;
- (b) at the stage of reimbursement, such staff shall be issued with a bonding letter.

17.8 Tuition Fee waiver

The Staff Training and Development Committee shall consider requests for fee waiver for staff, legitimate spouse and children studying at the University in consultation with the Council from time to time.

This will be subject to:

- (a) availability of funds allocated for training and development; and
- (b) equity.

18.0 SEMINARS, WORKSHOPS AND CONFERENCES

The University recognizes that participation in conferences, workshops and seminars is a key evaluation criterion for the staff. The University will therefore recognize staff who:

- (a) represent the University at a meeting or conference so that the University can influence the policies and practices of National, Regional and International bodies and Institutions;
- (b) attend conferences, presents papers, and organizes conferences that make a significant contribution to a particular area of academic or professional activity;
- (c) staff who through other bodies get nominated on full sponsorship to present paper(s) at a conference or seminar will be granted permission to attend by the University; and
- (d) attendance of five (5) conferences will attract credit towards annual appraisal.

The attendance of conferences shall be subject to availability of funds. However, sponsorship for the individual members of staff within the same financial year shall be categorized as follows:

- (a) On 1st application: air ticket, registration fee and subsistence up to a maximum of five (5) days;
- (b) On 2nd application: Registration fee and one of the rest, whichever is higher;
- (c) On 3rd application: Leave of absence and 1 day subsistence;

- (d) On 4th application: Leave of absence.

19.0 CONDITIONS OF STAFF TRAINING

19.1 Terms of Study Leave

- (a) Study leave approval shall be for a maximum of one year initially renewable upon production of a satisfactory progress report by the member of staff.
- (b) The Council may review the Terms of Service of any member of staff who trains under study leave and fails to complete training.
- (c) Unless there is express approval for change of programme from the University, employees shall be required to complete the training for which the study leave and/or sponsorship was granted.
- (d) Should there be absolute need to change a training programme, while on training, the staff will be required to seek the approval of the Staff Training and Development Committee in writing before effecting the change.
- (e) The Training Committee shall inform the Vice Chancellor on all commendations.

19.2 Other Requirements

- (a) Applications for study leave must be made to the Vice Chancellor. In each case, all applications must be supported by the Head of Department.
- (b) Applicants shall give full details of all costs, duration and institution, while Head of Department shall give a description of the benefits to the University and the applicant.
- (c) Study leave shall be granted to a member of staff in accordance with their terms of service. The University shall in all cases, exercise absolute discretion in accepting or rejecting applications for study leave;
- (d) All members of staff who intend to attend approved training on full-time basis shall apply for study leave through their Heads of Department. Those granted study leave shall be issued with a letter specifying the period of leave and other terms and conditions of study leave;
- (e) A “study leave Bond” shall accompany the study leave letter. The University shall be satisfied that adequate and appropriate arrangements have been made to cover the duties of the applicant during his/her absence. The Head of the Department shall furnish details of such arrangements when indicating support for the applicant;

- (f) Members of staff on study leave will not be entitled to annual leave or payment of leave allowance during the study leave period. However, those attending approved training on time-off and/or partial study leave basis shall be entitled to both annual leave and leave allowance;
- (g) Staff on sandwich programme shall qualify for annual leave and leave allowances on pro rata basis for the period they are on duty;
- (h) A member of staff whose request for study leave has not been approved shall not be granted unpaid leave of absence to pursue his/her training in a specific area of interest or otherwise, or be reimbursement fees on successful completion of the training.
- (i) A member of staff who has completed training outside the Country shall be granted ten (10) working days leave upon return.

19.3 Insurance Cover

Where attendance of training will require staff insurance cover, Heads of department will be encouraged to contact Human Resource Department.

Any member of staff who travels outside of the country on study leave shall be required to make his/her own arrangement for insurance cover. The University will disclaim responsibility for medical expenses incurred outside the country.

19.4 Study and Examination Leave

19.4.1 Any staff who is awarded training through the University or any recognized government funding body will be entitled to take study leave in accordance with the Terms and Conditions of Service. The following criteria shall apply when considering requests for study leave:

- (a) status of admission;
- (b) relevance of training to job requirements and needs of the University;
- (c) employment status of the applicant, whether permanent, contract or temporary;
- (d) length of service to the University minus five (5) years;
- (e) status of funding: two (2) year minimum intervening period since the last study leave; and
- (f) bonding status.

19.4.2 Staff members on local study leave will be entitled to 100% salary plus other benefits, while those on study leave abroad and on full scholarship will be entitled to 80% of their salary plus other benefits, excluding medical.

19.4.3 Staff who are sitting examinations following completion of a work –related training that has been funded by the University are entitled to take one day’s paid leave for each day they sit an examination.

19.4.4 All study examination leave is granted in addition to annual leave entitlement, but must be agreed by the Heads of Department and a record of this leave sent to the Human Resource Department.

19.4.5 Staff who applies for study or examination leave for a training which is not funded by the University will not be eligible for study leave and must use their annual leave.

19.5 Cancellation of Training

Failure to attend training or where a staff member has to withdraw or cancel their training leave, whether internal or external, leading to a cost to the University, will be investigated by the Staff Training and Development Committee and recommend to University Management.

20.0 REWARDS UPON SUCCESSFUL COMPLETION OF TRAINING

Members of staff shall, upon completion of training be rewarded as follows provided the maximum is not exceeded:

- i) Ph.D - Three (3) salary increments
- ii) Masters - Two (2) salary increments
- iii) Bachelors - One (1) salary increment
- iv) Diploma - One (1) salary increment

21.0 STAFF TRAINING AND DEVELOPMENT INDICATORS

The following performance indicators shall be used in the assessments of the impact and worth of staff training:

- (a) results of participant evaluation of the University induction;
- (b) results of participant evaluation of career advancement and performance
- (c) enhancement training, particularly in relation to learning outcomes and impact on job satisfaction and performance;

- (d) number of staff attending training;
- (e) number of professional staff vacancies filled by internal candidates; and
- (f) number of professional staff who participated in career advancement training and were subsequently promoted.

22.0 PERFORMANCE APPRAISAL

Staff performance appraisal process has been put in place to serve the following purposes in the context of staff development cycle:

- (a) to provide clear expectations regarding duties and the identification of individual objectives with appropriate feedback to staff on their performance; and
- (b) to inform decisions on requirements for career advancement and performance enhancement training, or participation in other development activities on the job.

23.0 EQUITY

Staff training and development should be accessible on an equitable basis, should promote the principles of equity and should reinforce the aims and objectives of the University's Equity Plan.

24.0 MONITORING AND EVALUATION

The University shall develop systems to assess the extent to which the training objectives were realized. Such systems shall assess the training offered and the cost-effectiveness. Recipients of training will be under obligation to provide any information sought from them pertaining to the training received.

25.0 BONDING

Bonding shall always be a pre-requisite for granting study leave where applicable.

- (a) Any member of the staff who is granted study leave by the University for a period longer than six (6) months shall serve the University for a period of three (3) years. He/she shall be bonded for the three years on resumption of duty.
- (b) A member of staff who is granted study leave by the University and duly bonded for a period of three (3) years can liquidate the bond amount by paying to the University an amount equivalent to that expended on him/her during the study leave period.
- (c) In cases where bonds overlap, they shall run concurrently. However, if one leaves the University employment before he/she completes the bond, he/she shall be required to complete the payment of the longer bond;

- (d) All members of staff returning from study leave shall be required to resume duty in their nominating Departments and serve for at least a period equivalent to the duration of training;
- (e) Members of staff who train privately on programmes with approval of the Staff Training and Development Committee shall be bonded at the time of reimbursement but the bonding period shall be as per clause 21 (a) above; and
- (f) A beneficiary of the University support who fails to resume duty shall refund University expenses incurred on him/her during training in full through him/herself or his/her sureties.

26.0 IMPLEMENTATION

Implementation of this policy shall be vested in the office of the Vice Chancellor.

27.0 REVIEW

This document shall be reviewed the Staff Training and Development Committee every five years or earlier as need arises or as deemed necessary.

28.0 AMENDMENTS

Any amendments shall be approved by the Senate in consultation with the Council.