

**DRAFT**

**KISII UNIVERSITY**



**REVISED STAFF TRAINING POLICY**

**2013**

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## 1.0 DEFINITIONS

For the purpose of this policy document;

- (i) **"University"** refers to Kisii University.
- (ii) **"Training"** refers to any planned process to modify attitude, knowledge or skill through learning experience to achieve effective performance in an activity or range of activities. Such training may further be differentiated along several dichotomous dimensions:- induction/orientation; on the job training; short-term/long term; part-time/full time, internal/external, formal/informal and practical/theoretical.
- (iii) **"Staff"** refers to employees of the University who are on permanent employment and academic staff on staff development programme.

## 2.0 POLICY STATEMENT

The University recognizes training and development as a critical determinant in the quality of services rendered by the staff. The policy relates to both teaching and non-teaching staff. It is concerned with training of staff to realize their full potential and enhance their professional development and work environment. Members of staff are expected to have acquired their basic training in their relevant fields before they are employed.

## 3.0 AIMS OF STAFF TRAINING

These aims include;

- (i) To develop and sustain adequate capacity to support the University's Vision and Mission.
- (ii) To improve the efficiency and effectiveness in the Faculties, Campuses, Departments, Sections in order to achieve set goals and objectives.
- (iii) To enhance professional skills related to the duties of members of staff by exposing them to new methods and techniques necessary to improve performance.

- (iv) To provide opportunities for personal growth and development for members of staff in preparation for emerging challenges in their duties and responsibilities.
- (v) To enhance job satisfaction and staff morale.
- (vi) To ensure that the decision making and planning processes fully integrate Human Resource Development and training needs.

#### **4.0 RESPONSIBILITIES OF THE UNIVERSITY TRAINING COMMITTEE**

- (i) The Training Committee shall ensure that the University endeavors to allocate sufficient resources to enable it meet the staff training and development needs.
- (ii) The Training Committee shall be responsible for harmonizing the need, interests and wishes of the individual members of staff for staff training with the overall needs of the University.
- (iii) The Training Committee shall be responsible for consideration and approval of ALL training requests and allocation of funds thereof.
- (iv) The Training Committee shall make recommendations to the Deputy Vice-Chancellor (A&F) who is responsible for processing the administrative details related to release, travel and other administrative matters pertaining to the training of the members of staff concerned.

#### **5.0 ELIGIBILITY FOR TRAINING**

All full-time members of staff on permanent terms of employment and tutorial fellows, junior research fellows, teaching assistants and research assistants on contract shall be eligible for training provided their requirements are within the specific areas of need in the capacity development of the University.

#### **6.0 IDENTIFICATION OF TRAINING NEEDS**

Deans of Faculties, Chairmen of Departments and Heads of Sections are responsible for:

- (i) Consulting with the staff working under them to establish the needs, interest and aspirations for career development and reconciling the needs, interests and aspirations with the requirements of their respective administrative units.
- (ii) Appraising the effectiveness of members of staff in their respective administrative units.
- (iii) Drawing up a training programme/schedule for staff in the department for every financial year. This should include the cost of seminars, workshops and conferences.
- (iv) Recommending members of staff under them for any relevant programmes of staff development.
- (v) The University may identify and support senior members of staff for training to complement their professional training in order to prepare them for Senior Management positions. However such training shall be prioritized and shall be on recommendation by the relevant head of division to the University management.

## **7.0 APPLICATION FOR TRAINING**

### **7.1 Requirements**

- (i) Consideration for training shall be based on, among others, the approved training projection for the Department/Section.
- (ii) 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.
- (iii) In all cases, including time-off, written approval must have been obtained from the Deputy Vice Chancellor (A&F) before the commencement of the course.
- (iv) Staff members are normally expected to pursue programmes of KSU and only apply for sponsorship to undertake programmes of other institutions where KSU does not offer such programmes. A justification for the choice of the

institution/programme outside KSU will be required, (exemption for staff working here e.g. exams).

The process of identification of training needs and prioritization of personnel where identified will remain under the general guidance and coordination of the Head in charge of the division.

## **7.2 Procedure**

- (i) All applications for training shall be submitted through the Chairman of Department/Head of Section.
- (ii) The Chairman of Department/Head of section shall convene the relevant Training Committee to consider the applications and shortlist the applicants.
- (iii) The names of the short listed applicants together with the minutes and other relevant documents shall be forwarded to the Chairman of the University Training Committee through the relevant Dean of the Faculty where applicable.
- (iv) The Chairman of the University Training Committee shall convene the committee to consider and approve the applications.
- (v) The Chairman of the University Training Committee shall communicate the outcome of the requests to the Deputy Vice Chancellor (A&F).

The Deputy Vice Chancellor (A&F) shall inform all the applicants of the outcome.

## **7.3 Review**

- (i) Consideration for training shall be based on, among others, the approved training projection for the Department/Section.
- (ii) 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.

- (iii) In all cases, including time-off, approval must have been obtained from the Deputy Vice Chancellor (A&F) before the commencement of the course.
- (iv) Staff members are expected to pursue programmes of KSU and only apply for sponsorship to undertake programmes of other institutions where KSU does not offer such programmes. A justification for the choice of the institution/programme outside KSU will be required.
- (v) The process of identification of training needs and prioritization of personnel where identified will remain under the general guidance and coordination of the Head in charge of the division.

#### **7.4 Review**

Applicants not satisfied with the decision of the University Training Committee can apply for review to the Chairman of the University Training Committee within seven (7) days of receipt of the decision of the Training Committee.

#### **7.5 Appeal**

Applicants who are dissatisfied with the decision of the University Training Committee even after review may appeal to the Chair of Senate within fourteen (14) days of the date of receipt of the outcome of the review.

#### **8.0 BALANCE OF BENEFIT AND LEVELS OF SUPPORT**

Attendance of courses, conferences and studying for additional qualifications usually benefit both the individual and the respective department in which he/she works. 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.



## **8.1 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 courses, conferences and other programmes of study should provide experience, increase knowledge and enhance skills. These may be essential and useful in:

- (i) Enhancing the capacity and efficiency of the University to achieve its Vision and Mission.
- (ii) Improving performance in the job in which the member of staff is currently employed.
- (iii) 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.
- (iv) Representing 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.
- (v) Attending conferences, presenting papers, and organizing conferences that make a significant contribution to a particular area of academic or professional activity.
- (vi) Making available to colleagues the knowledge acquired at courses and conferences, through reports, lectures, seminars and interactive activities of the faculties.
- (vii) Enhancing the standing of the individual by acquiring additional qualification.

## **8.2 Levels of support**

These may vary and could fall into any of the following categories:

- (i) Leave with pay and fee waiver given by the University.
- (ii) Leave with pay and all attendant expenses paid for by the University.
- (iii) Leave with pay and partial expenses (specified) paid for by the University.
- (iv) Leave without pay and staff pay all their expenses.

- (v) Time-off during regular work-time to pursue a programme either University sponsored or self sponsored.
- (vi) Staff who through his/her own initiative and in his/her own time embarks on a course relevant to his/her duty with the prior written approval of the University and passes may be reimbursed. Such staff shall also be granted an examination leave for the duration of the examination.

### **8.3 Prioritization for Training**

- (i) In the event of need for prioritization attributable to inadequate finances, the distribution of funds and opportunities shall be based on the following categorization-
  - a) Academic Staff
  - b) Library and Technical Staff in teaching departments
  - c) Administrative staff in Grades 8 and above and their equivalent
  - d) Others not covered in (a), (b) and (c).Equity shall, however, at all times be reflected in the distribution of funds to ALL cadres of applicants. However, equity in the distribution of such funds to all cadres will be reflected at all times.
- (ii) Status of support may change in the course of training subject to approval by the University.
- (iii) The University may at its discretion, grant ex-gratia support to a staff member who has exhausted their allocation.

### **9.0 CRITERIA FOR APPROVAL OF TRAINING**

In deciding whether or not to approve applications and the level of support, the following considerations shall be taken into account:

- (i) The University's Vision, Mission, goals, objectives and projected needs shall form the basis for determining such training needs.
- (ii) Staff applying for any training shall be expected to meet the requirements for the particular training.

- (iii) All members of staff should have equal opportunities regardless of gender, race/ethnicity, disability and religion.
- (iv) The costs of the proposed training, both financial and otherwise.
- (v) The benefits to the University.
- (vi) Whether the course is relevant, essential and timely for both the applicant and the University.
- (vii) 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.
- (viii) For long term training (Diploma or Degree Programmes lasting more than one year) priority for training will be given to members of staff with longest service.
- (ix) The responsibility for the identification of training needs shall be vested upon faculty/department/section staff development committees of divisions in the University.
- (x) In all cases, nomination for training shall be done by the relevant training Committee of the Faculties/ Departments/Sections.
- (xi) Staff who have not satisfactorily served for two years since appointment or from the date of return from the last study leave shall not be nominated for training, except those on staff development programmes.
- (xii) 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 is to loose a training opportunity.

#### **10.0 TENURE OF TRAINING INSTITUTION**

The Training Committee will only consider applications for support where such training is to be received from institutions recognizable by the University Senate.

## **11.0 IDENTIFICATION OF TRAINING NEEDS**

Deans of Faculties, Chairmen of Departments and Heads of Sections are responsible for:

- (i) Consulting with the staff working under them to establish the needs, interest and aspirations for career development and reconciling the needs, interests and aspirations with the requirements of their respective administrative units.
- (ii) Appraising the effectiveness of members of staff in their respective administrative units.
- (iii) Drawing up a training programme/schedule for staff in the department for every financial year. This should include the cost of seminars, workshops and conferences.
- (iv) Recommending members of staff under them for any relevant programmes of staff

## **12.0 ON THE JOB TRAINING ACTIVITIES**

The University shall encourage:

- (i) On the job training in various sections and at all levels (internal and external).
- (ii) Interactions with experts from outside through activities such as seminars, consultations, workshops, exhibitions and publications.
- (iii) Linkage programmes through which members of staff should have opportunity for;
  - a) Secondment
  - b) Exchange
  - c) Enrolment for such programmes
  - d) Attachment e.g. during sabbatical leave
  - e) Interaction with counterparts and peers.
- (iv) Staff to enhance professional skills in their careers and undertake Continuous Education Programmes with their respective professional bodies.

The training envisaged may be taken internally or externally or by e-learning.

### **13.0 FINANCIAL SOURCES**

Financial support will be sourced from internally generated University funds, the Government or bilateral arrangement between University and the donors such as JICA, World Bank, Association of Commonwealth Universities, British Council and , DAAD.

#### **13.1 Sponsorship by the University**

- i) The University shall grant fee waiver to members of staff on staff development programmes undertaking post graduate training at the University. Fee waived shall only include registration fee, tuition related fees and examination fee.
- ii) Fee waiver shall be renewable annually upon submission of a satisfactory progress report to the University Training Committee by the Chairman of the Training Committee.

#### **Note**

- a) The University shall, as much as possible, support members of staff nominated for training and where finances are limited, take into account the order of priority as specified in this policy.
- b) Where adequate funds are not immediately available and a member of staff on approved course is advised to pay for himself/herself, the University shall reimburse him/ her in accordance with section 132.5 (Reimbursement by University).

#### **13.2 Donated Scholarships**

- i) A member of staff who is on University/donated scholarship shall not be entitled to additional financial support from the University during the period of the scholarship.
- ii) The University shall endeavor to comply with regulations as stipulated by respective donors/sponsors.

### **13.3 Payment of salary and other emoluments**

- i) When a member of staff takes up a scholarship to attend a full time course, he/she shall apply to be is granted study leave equivalent to the period required to complete the Programme of study.
- ii) If the member of staff goes to a full time programme for a period longer than six months on a donated scholarship or University-sponsored, such a member of staff shall be granted leave on 80% salary. The University shall deduct 20% of the basic salary.
- iii) Under exceptional circumstances the University may grant leave on 100% salary.
- iv) If the family of a member of staff is remaining in Kenya, ones housing allowance shall continue to be paid.
- v) If a member of staff is on study leave but has mortgages/ obligations, he/she shall be paid house allowance even if he/she does not have a family staying behind provided documentary evidence for such obligations is given.

### **13.4 Short courses**

A course lasting between one (1) to six (6) months shall be referred to as a short course.

- i) A member of staff going for a full time short course either locally or abroad shall continue to receive full salary and other personal emoluments in addition to his/her scholarship.
- ii) A member of staff on local-non-resident programmes shall continue to receive commuting allowance.
- iii) Where a member of staff undertakes a short course during a financial year, such a member shall wait for two financial years before benefiting from sponsorship for another course, unless funding allows.

- iv) These provisions shall not apply where a member of staffs' nature of appointment requires continuous education/ training.

### **13.5 Local Programmes**

- i) A member of staff, who is not on scholarship either by the University or from donors, shall be paid full salary.
- ii) 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.
- iii) A member of staff attending a full-time non-residential local course/ partial study leave shall be entitled to full salary and all other benefits thereof.

### **13.6 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 from the University.

### **13.7 Reimbursement by University**

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

- i) The University may vary the mode of reimbursement for cases deserving extra-ordinary consideration.
- ii) At the stage of reimbursement, such staff shall be issued with a bonding letter.
- iii) Retrospective applications for training support shall not be considered by the University.

#### **14.0 SEMINARS, WORKSHOPS AND CONFERENCES**

Subject to availability of funds, sponsorship for the above for individual members of staff within the same financial year shall be categorized as follows:

- i) On 1st Application: Air ticket, Registration fee and Subsistence up to a maximum of 5 days.
- ii) On 2nd Application: Registration fee and one of the rest, whichever is higher.
- iii) On 3rd Application: Leave of absence and 1 day subsistence.
- iv) On 4th Application: Leave of absence

#### **15.0 CONDITIONS OF STAFF TRAINING**

##### **15.1 Terms of study leave**

- i) Study leave approval shall be for a maximum of one year initially renewable on satisfactory Progress report.
- ii) The University Council may review the terms services of any member of staff who trains under study leave and fails to complete training.
- iii) Unless there is express approval for change of course from the University. Training Committee, employees shall be required to complete the course for which the study leave and/or sponsorship was granted.
- iv) Should absolute need to change a course arise while on training, the staff will be required to seek the approval of the training committee before effecting the change.

##### **15.2 Other Requirements**

- i) Applications for study leave must be made to the Deputy Vice Chancellor, Administration & Finance (A&F) through the Chairmen of Departments or Heads of Sections and Deans of Faculties as appropriate.  
Applicants shall give full details of all costs, duration and Institution while the Head of Department shall give a



description of the benefits to the University and the applicant.

- ii) 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.
- iii) All members of staff who intend to attend approved programmes on full-time basis shall apply for study leave through their Chairmen of Departments, Deans of Faculties and heads of Sections. Those granted study leave shall be issued with a letter specifying the period of leave and other terms and conditions of study leave.

A "study leave Bond" shall accompany the study leave letter. The Chairmen of Departments, Heads of Sections, the Deans of Faculties and the Deputy Vice Chancellor (A&F) shall be satisfied that adequate and appropriate arrangements have been made to cover the duties of the applicant during his/her absence and the Chairmen of the Departments/Heads of Sections shall furnish details of such arrangements when indicating support for the applicant.

- iv) 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 courses on time-off and/or partial study leave basis shall be entitled to both annual leave and leave allowance.
- v) Staff on sandwich programme shall qualify for annual leave and leave allowances on pro rata basis for the period they are on duty.
- vi) 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 course specific area of interest or otherwise, or be reimbursed fees on successful completion of the course.

- vii) A member of staff who has completed their course outside the Country shall be granted ten (10) working days leave upon return.

#### **16.0 REWARD UPON SUCCESSFUL COMPLETION OF TRAINING**

Members of staff shall upon completion of their training be a rewarded as follows-

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

#### **17.0 MONITORING AND EVALUATION**

The University shall put in place 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.

#### **18.0 BONDING**

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

- a) (i) Any member of staff who is granted study leave by the University for a period longer than six 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.
- (ii) 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.
- b) A member of staff who is granted leave to attend a course on self-sponsorship for a period longer than six months shall sign the bond before commencement of the study leave.
- 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/sections 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 University Training Committee shall be bonded at the time of reimbursement but the bonding period shall be as per clause 18.0 (a)(i) above.
- f) A beneficiary of the University support who fails to resume duty shall refund University monies expended on him/her during training in full through him/herself or his/her sureties.

### **18.1 Implementation**

Implementation of this policy shall be vested in the office of the Deputy Vice Chancellor (A&F).

### **18.2 Review**

This document shall be reviewed every five years or earlier as need arises.