



**MACHAKOS UNIVERSITY**

**STAFF TRAINING AND DEVELOPMENT POLICY**



## **ABBREVIATIONS**

DVC (APF)	~	Deputy Vice Chancellor (Administration, Planning and Finance)
DVC (ASA)	~	Deputy Vice Chancellor (Academic and Student Affairs)
GoK	~	Government of Kenya
MksU	~	Machakos University
STDC	~	Staff Training and Development Committee
Ph.D	~	Doctor of Philosophy



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## **1.0 INTRODUCTION**

Machakos University was fully chartered on the 7<sup>th</sup> October, 2016. Being a new University, it requires qualified staff with relevant skills, attitude and knowledge in order to pursue its mandate of imparting relevant knowledge through quality training, Consultancy, Research and Community Service. Training will enable staff realize their full potential thereby enhancing their professional achievement and productivity.

### **1.1 AIM OF THE POLICY**

The aim of this policy is to provide guidelines on the administration of staff training, funding, staff participation and development for Machakos University Staff.

### **1.2 VISION**

A Preferred University of Excellence in Scholarly and Service Delivery

### **1.3 MISSION**

Making training an integral part of MksU Human resource Management process that incorporates Human Resource Planning, employee relations, employee rewards, services, personnel administration and employee separation.

### **1.4 OBJECTIVES OF THE POLICY**

The objectives of the policy are:

- a) To equip staff with skills, knowledge and attitude relevant to their duties so as to improve performance of the University.
- b) To enable staff adapt to rapid changes in the working environment
- c) Enhance staff career development progression and smooth succession for staff.

### **1.5 JUSTIFICATION OF THE POLICY**

Machakos University staff require relevant training to remain globally competitive. Moreover, staff training is an investment which should be directed at achieving the strategic objectives of the University. Training more staff will equip them with knowledge, skill and attitude to enable them serve effectively and efficiently in a global competitive environment

### **1.6 SCOPE OF THE POLICY**

This policy shall apply only to Machakos University staff both teaching and non-teaching who are on permanent and pensionable terms (and contract only for Tutorial Fellows) and have served the University for at least two years.

### **1.7 TRAINING NEEDS IDENTIFICATION AND ANALYSIS**

Training needs Identification and analysis shall be continuous within MksU. The University performance management system shall be core in undertaking training and needs assessment as well as training projections from each School/Faculty and Department as coordinated by the Head of Human Resource Department. The purpose of the training needs identification and assessment shall determine if training is the appropriate response to any particular performance gap or a new strategic policy direction. Training shall therefore, be geared towards improving efficient service delivery.



## **1.8 IMPLEMENTATION**

This policy will be implemented by the Staff Training Committee whose composition and terms of reference is stipulated in Schedule II Section 14 of Machakos University Statutes.

## **1.9 FUNCTIONS OF STC**

The main functions of the Staff Training Committee shall be:

- 1) Systematically plan training activities based on short and long term needs of the University.
- 2) Undertake a continuous identification and assessment of the training needs for the staff and the University.
- 3) Coordinate and development of training plans.
- 4) Identify and or design and organize suitable courses for the Staff
- 5) Undertake performance evaluation of the staff after training
- 6) Devise, organize, run, monitor and evaluate the effectiveness of the in house training programme.
- 7) Ensure cost effective utilization of external training courses and the use of other external resources.
- 8) Initiate and monitor training activities within and between School/Sections and collaboration on activities where appropriate.
- 9) Providing specific advice on training and career development to staff.
- 10) Provide information to staff on the available opportunities for the development and training both internally and externally.
- 11) Liaise and cooperate with other training and development organizations.
- 12) Exercise an overview of all staff development and training needs.
- 13) Liaise with Deans, Heads of School and other heads of section in identifying and meeting staff development and training needs.

## **2.0 FUNCTIONS OF DOS/COD AND HEADS OF SECTION**

The main functions of Deans of Schools (DOSs) and Chairman of Departments(CODs) Heads of Departments and Heads of Sections(HODs) shall be to:

- 1) Ensure that the training or development need is met where it is in the interest of the School/Department and section and the staff.
- 2) Identify training gaps and recommend relevant training interventions.
- 3) Monitor and evaluate Staff in liaison with Human Resource with a view to implementing the knowledge and skills gained from training.

## **2.1 RESPONSIBILITIES/EXPECTATIONS OF STAFF**

Each staff member shall be responsible for:

- 1) Each staff member must maintain good academic grades failure to which .
- 2) Reflecting on the changing needs of their work and future career aspirations and identifying their own staff development needs.
- 3) Discussing with their HOS or other appropriate forum the staff development needs arising from their own reflection and the needs of the school/section and establishing priorities.
- 4) Seeking out and participate actively in forms of staff development and training which will help them to meet agreed needs.
- 5) Applying newly acquired knowledge and skills in their work as appropriate.
- 6) Participating in staff appraisal as required by the University.



- 7) Giving feedback in form of reports on the training program undertaken to their Heads of Sections.

## **2.2 RESPONSIBILITIES/EXPECTATIONS OF MANAGEMENT**

The role of management will be to ensure that the training and development needs of staff are indentified taking into account individual and groups and ensuring that such needs are appropriately addressed. Management should also ensure that resources are made available for the purpose

## **2.3 ELIGIBILITY**

For staff to benefit from this policy they should have demonstrated a high level of discipline and exemplary performance. The individual must also meet the requirements of the trainer.

The individual must also meet conditions of the Regulatory bodies where applicable.

## **2.4 TRAINING MODES**

The following modes of training shall be used to train staff:

- (1) On the job training which may be in-house or external
- (2) Off the job training- Long term or short term training
- (3) Full time/part time/distant learning

## **2.5 TRAINING PLANS**

The University shall adopt the two – way approach i.e. bottom – up or top-down.

Short term training shall cover courses taking less than one year while long term courses will be those that cover more than one year.

**Short term courses shall include but not limited to;**

- a) Seminars and workshops
- b) Conferences
- c) Study tours
- d) Attachments
- e) Exchange programs

**Long term courses/programmes shall include:**

- a) Certificate courses
- b) Diploma courses
- c) Undergraduate courses
- d) Masters degree programmes
- e) Post graduate Diploma
- f) PhD programmes

## **2.6 STAFF SPONSORSHIPS**

There University shall allocate funds to the Staff Sponsorship Fund (SSF) to which the University shall contribute of its recurrent expenditure and also funding from other sources. It shall take the following forms

- (a) Partial sponsorship
- (b) Full sponsorship on priority basis with special preference being given to academic staff.

The sponsorship shall be internal or external.



**(i) Internal Sponsorship**

This shall be given to staff pursuing training at the Machakos University and shall be given in form of fee waiver.

**(ii) External sponsorship**

External sponsorship shall be given to staff who opt to study outside the University either in or out of the country.

The University and/or staff members shall solicit and obtain funding from various sources.

However University funding shall be from SSF or external donors/sponsors

**2.7 PROCEDURES FOR SPONSORSHIP**

- (a) The University shall each year set aside funds under the SSF to support staff training and development.
- (b) Each section shall be requested before the financial year to provide their staff training and development needs
- (c) Staff in need of support shall submit a formal application to the Chairman of STC through their respective heads
- (d) The application shall contain all relevant details as the training entails.
- (e) The submitted applications shall be evaluated by STC and make recommendations to the Vice Chancellor
- (f) The successful candidates shall receive communication from the Chairman of STC

**NB:**

All sponsorship awards shall be subject to availability of funds

**2.8 FEE WAIVER**

This shall be applicable to staff. Staff shall get 80 % tuition fees waiver.

**2.9 STUDY LEAVE**

This shall be classified in two clusters:

**(a) Study leave with pay**

Members of staff on full time study leave will be paid 80% of their Basic Salary and House allowance if one has a family. Other benefits remain applicable except leave and Commuter Allowance. Any member of staff willing to proceed on study leave shall apply to the Deputy Vice Chancellor (APF) for consideration.

**(b) Study leave without pay**

This can be allowed under special circumstances for staff who shall not be bonded

**3.0 REPORT**

An employee on short term sponsorship from the University shall be required to present a return to work report to the HOS seven days after training. The report shall be a comprehensive summary of issues such as the relevance of the training programme, competency gained ,challenges faced during training and the way forward.

An employee on long term training shall be required to provide an annual progress report. The report shall be as per the format approved by the STC. A completion report



shall be submitted at the end of the training period as per the format approved by the STC.

Staff on study leave shall be evaluated annually based on their employment terms

- (a) For academic staff evaluation shall be conducted annually based on their Employment terms considering their academic performance, research outputs, innovations, publications, conferences/workshops attendance, proceedings and reports/thesis
- (b) For non-academic staff, evaluation shall be conducted considering their Academic performance, reports/thesis, conferences and workshops

### **3.1 BONDING OF STAFF**

An employee sponsored for studies either locally or overseas shall be required to sign a service bond prior to leaving for the studies. The amount of bond shall be equal to the amount of actual expenses incurred on the employee by the University during the period of study that is basic salary, house, medical cover, fees, book allowances and related expenses. The bonding shall be for the period of study depending on the amount of bond

### **3.2 OBLIGATION TO SIGN TRAINING BONDS**

Members of staff shall sign the University Training Service Bond before commencement of the studies.

Employees sponsored for studies shall be bonded to remain in the service of MksU following completion of the studies.

### **3.3 BONDING PERIOD**

Bonding Period

- (a) Officers sponsored for courses either locally or overseas shall be required to sign a service bond prior to leaving for the course.
- (b) Employees sponsored for courses lasting up to one (1) year shall be bonded for a period of one year;
- (c) Officers attending courses lasting up to between one and two years shall be bonded for two (2) years;
- (d) Officers attending courses lasting more than two (2) years shall be bonded for 3 years;
- (e) In any case courses lasting more than three (3) years the officers shall be bonded for the stipulated duration of the courses.

### **3.4 RECOVERY OF EXPENSES**

Staff leaving Machakos University before the expiry of the bonded period shall be required to refund full expenses incurred on their training which shall include fees, accommodation, travelling expenses and allowances paid regardless of whether or not staff shall have completed studies.

### **3.5 TRAINING TERMINATION**

Staff training and/or sponsorship shall be terminated under any of the following conditions:

- (a) Failure to submit satisfactory academic progress reports from their supervisor
- (b) Involved in criminal activity or in contravention of the code of conduct.
- (c) On medical or negative recommendations





- (d) Failure to complete their studies within the stipulated period.
- (e) They make request on their own volition.
- (f) Exigencies of duty.
- (g) If one ceases to be an employee of the University

**3.6 TERMS FOR TRAINING TERMINATION**

When training of staff is terminated due to decisions of the University, then the University shall bear all costs arising therein. However, where termination is due to the staff’s own making then they shall bear the full costs incurred by the University. The interest of the University supercedes any other interest.

**3.7 EFFECTIVE DATE OF THE POLICY**

The effective date of this policy is from the date of approval by the Machakos University Council and shall not be applied retrospectively

**3.8 REVIEW OF THE POLICY**

This policy shall be reviewed after every three years or when need arises.

Policy recommended for approval:

Vice Chancellor:.....Date:.....

**PROF. LUCY W. IRUNGU, Ph.D.**

Policy Approved for implementation:

Chairman of Council:.....Date:.....

**DR. MECHAH CHARLES MOTURI, PhD, OGW**

