

WOMEN'S UNIVERSITY IN AFRICA



ADDRESSING GENDER DISPARITY AND FOSTERING EQUITY IN UNIVERSITY EDUCATION

***TRAINING AND
DEVELOPMENT
POLICY DOCUMENT***

TRAINING AND DEVELOPMENT POLICY

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TRAINING AND DEVELOPMENT POLICY FOR EMPLOYEES

1. PREAMBLE

The University is fully committed to promoting an environment of structured and systematic training, learning and continuing professional development of all its employees to enable them to perform their duties effectively and efficiently. It recognizes this is essential to providing a high quality service which meets the needs and expectations of clients, stakeholders and members of the public. This will also be provided to enable employees to acquire the skills, knowledge and related qualifications and to develop their potential to meet its future human resources needs. In line with the values of integrity, impartiality, fairness and best practice, this policy provides the guidelines on types of learning, training and criteria process for applying for courses and study leave. This document should be read in conjunction with the Human Resources Manual.

2. TRAINING AND DEVELOPMENT STRATEGY

- 2.1 This policy is a strategic framework designed to serve as a guide and shall be executed and administered in all departments at the University.
- 2.2 Training and development plans and programmes for all job levels shall support the University strategies, action plans, human resources planning process, as well as any other present and future training and development needs.
- 2.3 All training and development initiatives shall be properly planned, programmed and recorded, and the results reviewed to determine how training methods can be improved and how maximum benefit can be obtained from resources devoted to training and development. Inter alia, this includes a systematic and cost-effective training and development approach, consisting of externally developed and presented, as well as in-house training and development programmes.

- 2.4 In respect of all training and development activities, the following shall apply:-
- 2.4.1 A structured approach to determine training and development needs; cost-effective procurement and/or development of training courses or programmes based on needs and evaluated interms of criteria laid down from time to time;
 - 2.4.2 Attendance and/or presentation of training programmes according to training planning schedule;
 - 2.4.3 The evaluation of training in terms of trainee reaction, learning, practical application, and results achieved;
 - 2.4.4 Annual reporting on training interventions.
- 2.5 Similarly, a continuous programme of staff training shall be planned and implemented whenever it is deemed expedient.
- 2.6 The Department of Human Resources shall provide advice and assistance on training activities, and it will be responsible for administrative and operative co-ordination of the training process and programmes.
- 2.7 Departmental training schedule based on the assessment of individual and University training needs will be drawn up annually to take full account of the human resources needs of various departments and shall include budgetary provisions.
- 2.8 Training and development shall commence with the initial appointment of new employees and continue as long as the employee is employed in the University. Existing employees shall be drawn into the training process in accordance with priorities established by way of a structured analysis of training needs.

2.9 All training must be work- related and the results measurable against pre-determined objectives. These results, where possible, are to be expressed in cost benefits.

2.10 Workplace Skills Plan to be submitted to the Human Resources annually and will be based on the training programme that is designed for the respective financial year.

3.0 STAFF DEVELOPMENT COMMITTEE

3.1 With regards to capacity building, the Staff Development Committee will assist with coordinating and ensuring an integrated approach to effective and goal orientated training and development interventions in the University. The Committee shall facilitate equal access to training and development opportunities by staff.

3.2 This committee shall be composed of representatives of all departments.

3.3 The Pro-Vice Chancellor shall act as a chairperson of the committee and may delegate those powers when the need arises.

3.4 Meetings shall be held on quarterly basis, unless otherwise decided.

3.5 Functions of the committee shall be:-

3.5.1 Assessing and monitoring training needs of the University employees.

3.5.2 Assisting in prioritizing the identified training needs of departments.

3.5.3 Reviewing, monitoring and making recommendations on employment and training practices in order to achieve relevant objectives and targets of the University.

- 3.5.4 Evaluation of employment decisions, promotions, transfers, skills development, disciplinary and grievance procedures with regard to training.
- 3.5.5 Overseeing ongoing communication and feedback on all matters relating to equity, unfair discrimination and affirmative action in employment and training practices.
- 3.5.6 Assessment and evaluation of the Workplace Skills and Employment Equity Plans.
- 3.5.7 Assessment and evaluation of the effectiveness of training.
- 3.5.8 Making recommendations on allocation of training funds to departments.
- 3.5.9 Formulation and reviewing of training and development policies of the University.
- 3.5.10 Acting as a contact between the Department of Human Resources, and other departments in matters relating to skills development and employment activities.
- 3.6 All recommendations made by this committee shall be submitted to the Human Resources Committee of Council.

4. INDUCTION

- 4.1 Every new employee, regardless of function or department/section, shall receive systematic induction training, which will enable the newly employed to become fully oriented in their respective jobs in the shortest possible time. Every new employee will receive induction about the University from the Department of Human Resources, Department/Sectional head or a delegated senior person, and his/her supervisor within 1 month, starting from the day she or he assumes duties.

5. IN-SERVICE TRAINING

- 5.1 The objective of in- service training is to impart skills, knowledge and to modify attitude of an employee or officer in the work place in order to improve her/his competency.
- 5.2 A staff member, being trained at her/his workplace, shall not be entitled to compensation in respect of travelling and/or subsistence costs.
- 5.3 A staff member, who received training at a place other than her/his workplace, will be entitled to travelling and subsistence costs in accordance with the tariffs and conditions applicable, provided that should it be more advantageous to the University for the staff member to travel between her/his place of residence and the training venue daily, arrangements will be made accordingly.
- 5.4 If a staff member of the University attends external courses, workshops, or seminars, that are not presented by a University employee and or not in the University premises, the prevailing travelling and subsistence tariffs as applicable to the individual concerned, shall be paid in accordance with the standard procedure in this regard.
- 5.5 If the University arranges training and development activities that are exclusively intended for University employees, any travelling and subsistence costs that might result from that shall be settled directly by the University.
- 5.6 Attendance of all courses, workshops, and seminars shall be recommended by the Departmental Head, Human Resources Department, and approved by the Vice Chancellor or a delegated person.
- 5.7 The University may, from time to time, require that an employee be subjected to training of short duration in a particular field of study in order to acquire specific skills. If such training

is conducted by an institution other than the University the following conditions shall apply:-

- 5.7.1 The University must undertake to pay for all costs incurred for registration, books or modules, tuition fees and accommodation.
- 5.7.2 Clause (1) above shall apply provided the following conditions are met:-
 - 5.7.2.1 the duration of the course does not exceed 1 (one) month;
 - 5.7.2.2 it is a result of a skills audit and/or Performance Management System;
 - 5.7.2.3 the Head of Department concurs that the course would be to the advantage or benefit to the University and the employee concerned;
 - 5.7.2.4 the training is relevant to the employees day-to-day functions;
 - 5.7.2.5 the employee is not registered for other formal studies of a similar or extended duration.

6.0 STUDY POLICY

- 6.1 This policy is a framework designed to afford the personnel of university the opportunity to develop themselves in a formally structured way on the basis of identified requirements in the interest of the University, in order to be able to cope satisfactorily with present and future allocated duties.
- 6.2 The University supports the continuous development of its employees. However the operational requirements of the University and relevance of the studies concerned to the department shall always be the primary concern.

6.3 Officials who wish to undertake a study course towards obtaining a work related qualification, a degree or equivalent qualification must first obtain approval from the Staff Development Committee through the department head.

6.4 The University shall consider each individual case upon application to ensure that the studies an employee wishes to pursue are in the interest of the University.

6.5 The University may, after favorable consideration, assist the employees with tuition exemption:-

6.5.1 study leave

6.5.2 study leave and the financial assistance are subject to the availability of funds as provided for by each Department.

6.6. ELIGIBILITY FOR TUITION EXEMPTION

6.6.1 To qualify for tuition exemption a member of staff should have spent two years of continuous service with the University.

6.6.2 Legal dependents of staff members shall qualify for tuition exemption when admitted to a program at the University after the employee has also served the University two years of continuous service.

6.6.3 Members of staff can register for any approved programme provided the programmes are done outside normal working hours.

6.6.4 Members of staff who have not yet spent two years of continuous service with the University may register on a full paying basis for the first two years and will be exempted payment of fees in their third year.

7.0 Study and Examination Leave

- 7.1 Study leave with full pay on the basis of one day study leave for every day on which the employee has to sit for an examination may be granted, provided that in the opinion of the head of department:-
- 7.1.1 it has the object to better equip the employee concerned for a career in the University
 - 7.1.2 is in a field of study which is in full or in part in the interest of the University.
 - 7.1.3 study leave with full pay equal to the number of days on which she/he sits for an examination as contemplated in subparagraph 6.5.1, may be granted to the employee to enable her/him to prepare herself or himself for the examinations.
- 7.2 In all the above cases, an examination time-table must be submitted to the Head of Department at least 3 weeks prior to writing of first paper, or 1 month if the period of absence will be more than 2 weeks, unless there are factors beyond the staff members control, for example, late issue of timetable by the institution.
- 7.3 If the study leave granted in terms of subparagraph 6.5.2 precedes and succeeds a day of rest (week end or holiday) or two or more consecutive days of rest, such day or days of rest,, must be included when calculating the number of study leave days which may be granted to the employee.
- 7.4 An employee who studies part-time or by means of correspondence at a recognised educational institution and who, as a result of her/his studies, is required to be absent from her/his place of work, may be released from duty and be granted a study leave on full pay on the basis of one day study leave on full pay for every day of vacation leave taken.

Thus she/he shall take half of the days as vacation leave, and the remaining half will be granted to her/his as study leave with the University approval (50/50 basis).

8.0 BONDING

- 8.1 For those granted study leave for full time programs the bonding period shall be equivalent to the period of study.
- 8.2 For those exempted from payment of tuition fees but studying on a part-time basis the bonding period shall be equal to half the period of study.
- 8.3 If the employee leaves the University before the expiry of the period concerned, the remuneration in respect of the study leave that was granted must be refunded to the University.
- 8.4 An employee or officer who serves in a post in which candidates are normally appointed with a view to train in specific fields and who study part-time at a Technical College, University or other recognised educational institutions, may be released from duty to the extent required by his or her studies, based on a contractual agreement entered into with the university.
- 8.5 An employee who repeats a course or part thereof shall be responsible for the payment of the course and shall not be entitled to study leave but can make use of the accrued vacation leave to prepare and to write the examinations.
- 8.6 An employee who fails a program of study if she/he was on exemption shall refund the University the costs the University would have incurred towards her/his studies.
- 8.7 An employee who is on scholarship is expected to complete the program within the specified period failure of which will result in the scholarship being converted to a loan with interest which will be due on a date to be advised by the Staff Development Committee. The interest rate on the loan shall be the prevailing rate on the market.

- 8.8 For an employee on scholarship who fails part of the program the scholarship shall be withdrawn and the employee shall reimburse the Scholarship fund the costs incurred.
- 8.9. All employees with approved and funded programmes of study shall submit the semester results to Human Resources and the semester result shall be the basis application for continued assistance.

9.0 STUDY LOAN

- 9.1 The university shall approve study loans subject to an agreement entered into between the University and the employee which should specify the following conditions:-
- 9.1.1 The University shall pay the cost of books and tuition fees direct to the institution in advance, and the employee bears the cost of the registration fee.
- 9.1.2 The total cost shall be recoverable from the applicant in six to twelve equal monthly installments, at a minimal interest set by the University from time to time. The applicant must undertake to sign a Stop Order/Stop Orders entitling the University to deduct such installments from her/his salary month.
- 9.1.3 Upon successfully completing the years of study, the University shall repay to the applicant the costs referred to in clause 9.1 or a pro- rata share thereof, depending on the number of subjects passed.
- 9.1.4 Similarly, upon successfully completing a semester course in an educational institution where a semester system is used and is not linked in any way to the succeeding semester, the university shall repay the costs referred to in clause 9.1.1 or a pro-rata share thereof, depending on the number of subjects passed.
- 9.1.5 The applicant must further undertake to pursue his/her studies diligently and complete the course within a specified period.

- 9.1.6 First priority for study loans will always be given to employees who wish to register for tertiary education. However, the nature of the job and operational requirements will take preference, taking into account the Employment Equity and Workplace Skills Plans.
- 9.1.7 Each Head of Department will make provision in her/his budget for a set number of officials to study each year.
- 9.1.8 Applications for studying will be submitted two months before the commencement of every semester to the Head of Department for consideration in the following semester, in order to allow for budgetary arrangements to be made accordingly. The employee may be allowed to finance her/his studies and be reimbursed on completion, subject to the provision of section 6.3 of the Study Policy
- 9.1.9 If an employee resigns or is dismissed before serving the University for the specified period, market interest rate shall be charged on the study loan.

10. COMMENCEMENT

This policy document shall take effect from a date to be set by the University Council and shall replace any existing policy or references to studying at WUA, except where such references complement the intentions of this policy document.