

MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES

HUMAN RESOURCES TRAINING AND DEVELOPMENT POLICY

1. INTRODUCTION

- 1.1 The University encourages and supports efforts by employees to develop their capabilities and advance their careers in the overall context of meeting the goals and objectives of the University. In order to realize these efforts there must be a Training and Development Policy for employees. This Policy intends to provide guidelines to Management and Staff to be used in decision-making regarding training that should be given to MUHAS employees.
- 1.2 Staff Training and Development at MUHAS shall be a continuous process, requiring investment by both the individual and the University. It shall be seen as having a significant part to play in achieving and maintaining the survival and success of the University.

1.3 Definitions of Key Terms

1.3.1 Human Resources Training

Training is a learning process in which people acquire knowledge, skills, experience and attitudes that they need in order to perform their jobs well for the achievement of their institutional goals.

1.3.2 Human Resources Development

Human Resource Development shall involve training of employees to acquire new skills, knowledge or technology. It will enable workers to create better products, faster service and more competitive institution. In a nutshell, Human Resource Development shall be a learning growth for individual employees.

1.3.3 Human Resources Training and Development

Training and Development is any activity designed to help individuals become more effective at their work by improving, updating or refining their knowledge and skills. It encompasses a range of activities including for example, involvement in various projects, attendance at training courses, conferences, seminars, visits to other institutions, formal study, coaching and mentoring.

2. **OBJECTIVES OF THE TRAINING AND DEVELOPMENT POLICY**

- The objectives of Training and Development policy shall be to:-
- 2.1 Recruit enough university staff of different cadres while observing gender balance.
 - 2.2 Spell out modalities of professional training for academic, administrative and technical staff in areas deemed necessary for the operations of the MUHAS activities.
 - 2.3 Empower employees to deal more effectively with growing social, scientific and economic challenges facing MUHAS by making use of advance in professional, vocational knowledge and technology.
 - 2.4 Spell out modalities for motivation and job satisfaction to employees.
 - 2.5 Improve productivity, effectiveness and efficiency of service by development and better utilization of talents, abilities and potential of the employees.
 - 2.6 Help employees develop their knowledge, skills and ability, so that they might become better qualified to perform their duties or advance to more responsible positions.
 - 2.7 Alleviate labour market shortages and reduce Human Resources turnover.

3. **SHARED RESPONSIBILITIES IN TRAINING**

- 3.1 MUHAS management shall: -
 - 3.1.1 Foster a culture of continuously improving knowledge, experience, skills and attitudes among its staff to meet the changing demands of their jobs.
 - 3.1.2 Conduct Training Needs Assessments (TNA) for all staff cadres as a basis for the design and annual updating of Training and Development programme.
 - 3.1.3 Prepare appropriate guidelines for coordinated evaluation of Training and Development programme carried out by Schools, Directorates, Institutes and Departments in order to ensure that the performance demands (PD) is equal to employee performance capabilities (PC) or PC>PD.
 - 3.1.4 Commit itself to facilitation of staff training and development for all staff categories.

- 3.1.5 Solicit funds from various local and external sources in order to ensure sustainability of Training and Development Programme.
- 3.1.6 Conduct through Directorate of Continuing Education and Professional Development in-house training for MUHAS employees in response to the internal and external changes and in line with MUHAS Strategic Plan.
- 3.1.7 Recognize and reward staff development.

3.2 HRM shall be responsible for:-

- 3.2.1 Maintaining and updating the status of staff Training and Development.
- 3.2.2 Coordination of HR-Training and development for MUHAS staff.
- 3.2.3 Assisting the Deputy Vice Chancellor – Planning, Finance and Administration, Deans and Directors in sourcing of resources for staff Training and Development.
- 3.2.4 Ensuring all MUHAS staff members are aware of the Training and Development Policy so that they know their rights and obligations.
- 3.2.5 Providing appropriate in-house induction and orientation program for all new staff within a reasonable time after their initial appointment.

3.3 Responsibilities of Deans, Directors and Head of Departments/Units.

The heads of the different units, through Performance Review process shall do the following for the staff under their direct supervision;

- 3.3.1 Ensure that University staff have the required level of knowledge and skills to fully perform their roles.
- 3.3.2 Encourage staff to develop their skills and professions within their current roles.
- 3.3.3 Create learning culture by providing opportunities to learning and administer on the job training.

3.4 Responsibilities of Employees

- 3.4.1 Employees shall take a full responsibility for their own self-development by identifying suitable training programme.

3.4.2 Every employee shall apply the acquired knowledge and skills for the betterment of MUHAS.

4. TRAINING AND DEVELOPMENT POLICY GUIDELINES

- 4.1 Training and Development will be provided to all members of staff.
- 4.2 The University will emphasize on-job training and job rotation in the department where this is applicable in order to maximize the use of available Human Resources.
- 4.3 For administrative and Technical staff with all prerequisite and sufficient qualifications, priorities for sponsorship will be given to short courses, workshops and seminars that intend to increase knowledge, skills and attitudes for employees.
- 4.4 All staff members who shall attend workshops or seminars that are sponsored by the University will be required to submit to their Head of Departments a brief written report on evaluating the quality of the program and the output gained. The copy of the report must be filed to the Human Resources Manager.
- 4.5 Sponsorship by the University shall be granted to employees who have completed at least two years from the date of employment or from the previous studies. This shall not apply for Tutorial Assistants and Assistant Lecturers. The employees under these cadres will be trained immediately upon employment.
- 4.6 Training and Development opportunities that will be provided to employees shall be those related to the needs of the University.
- 4.7
 - i) Employees attending a degree or postgraduate studies whether sponsored by MUHAS or not and have continued to draw their salary, shall upon completion of their studies, continue working under MUHAS for a period of not less than five (5) years consecutively.
 - ii) Employees who wish to quit the employment on his/her own reasons before such period of 5 years after completion of studies, shall be required to reimburse to the University all salaries drawn by him/her during the period of training together with all training costs incurred by him/her during training. The amount to be reimbursed shall be determined by the period remaining to complete five years that she/he will be required to stay with the University after completion of studies.

- 4.8 (i) Employee who wish to take study leave shall apply to the Vice Chancellor through their immediate supervisors and respective Deans/Directors with details of the course for which they wish to study including all training costs.
- (ii) The deadline for applications for sponsorship by the University in diploma, degree and postgraduate studies shall be February of every year. Applications received after this time limit will not be processed for that Fiscal Year but the following Financial Year.
- 4.9 i) During the course of training in diploma, degree or postgraduate studies, the employee undertaking studies shall submit regular academic progress report to be used as a base by the University to continue paying their training cost thereto.
- ii) Notwithstanding the provisions of para 4.9 (i) of this Policy, no training costs shall continue to be paid for any employee under studies after expiry of the valid period of training or after expiry of the maximum period an employee is supposed to remain as a registered student in the respective Institution.
- 4.10 Employees shall be deemed to have successfully completed studies upon submission of Original Certificates. However, in absence of original certificate, an official letter from the training institution could be used for the purposes of promotion or recognition pending submission of the certificate within a year.
- 4.11 Employees under MUHAS sponsorship who fail their examinations at the first sitting shall repeat that examination at their own cost.
- 4.12 Employees under probation or non-renewable contract terms and those with 5 years or less before retirement shall not be sponsored by MUHAS to undertake courses of more than six (6) months duration.
- 4.13 For employee to commence training whether locally or abroad, permission must be granted in writing by the Vice Chancellor.
- 4.14 If the University, on reasonable grounds did not grant permission and the employee insists the need to be granted a permission to attend such training, the employee may terminate his/her services and after successful completion of studies may be considered for re-employment depending on availability of empty slots.
- 4.15 Subject to good conduct and satisfactory progress in his/her course, an employee attending an in-service training will remain eligible for

promotion under the terms of the relevant scheme of service on the basis of qualification he/she acquires during his/her course.

- 4.16 Upon completion of the course an employee who passes a University degree or professional qualification shall immediately become eligible for promotion to the post or grade for which the award qualifies him/her.
- 4.17 Employees undertaking Training or Professional examinations, who have no study leave will be granted a paid leave during examination sessions of a maximum of fourteen days for preparation of such examinations.

5 PERFORMANCE APPRAISAL AND DEVELOPMENT PLAN

- 5.1 The University shall undertake annual Performance Appraisal for each employee.
- 5.2 During this appraisal, future objectives shall be identified and staff development shall be examined to identify possible training programs that employees may require in order to assist them in attaining their objectives.
- 5.3 The Performance Appraisal shall be done by the staff appraisal committee of each department.
- 5.4 The departmental appraisal reports shall be forwarded to the University appraisal committee for deliberations and thereafter to A&HRMC for final decision.
- 5.5 Notwithstanding the provisions of para. 5.1 – 5.4 above, the final decision on Performance Appraisal report for Associate Professors and Professors shall be made by the University Council.

6 TRAINING FEES

- 6.1 Sponsorship may be granted only to employees on permanent, pensionable and renewable contracts.
- 6.2 Approved training fees that may be paid by the employer are only those listed hereunder.
 - (a) Registration and admission
 - (b) Examinations
 - (c) Tuition fees
 - (d) Stipend depends on the availability of funds.
 - (e) Books

- (f) Stationeries
- (g) Thesis production if applicable
- (h) Field allowances if applicable at the rate to be determined from time to time by the University Council.
- (i) Special Faculty requirements.
- (j) Clearing of personal effects when returning home if the training was undertaken abroad at the rate to be determined from time to time by the University Council.

7. **REMUNERATION**

- 7.1 The salary of employees on permanent and pensionable and renewable contracts will continue to be paid by the employer for the whole period in which an employee will be absent from duty attending studies.
- 7.2 Any statutory deductions of PAYE and Pension contributions from the salary will continue to be made in normal way.
- 7.3 The employee attending studies will remain eligible for annual increments, when due.
- 7.4 Employees who have successfully completed a two (2) years or more Degree or Postgraduate degree will be awarded Double Salary Increment if the award does not qualify them for promotion or recategorization to another cadre.
- 7.5 Employees who have successfully completed a Certificate, Diploma taken within a minimum of six (6) months will be awarded normal salary increment if such qualification does not qualify them for promotion or recategorization to another to carder.

8. **TRAINING WITHIN THE COUNTRY**

- 8.1 As much as possible, training should be done within the country. Overseas training should be for courses not offered in the country or those that are not sponsored by MUHAS.
- 8.2 The training to be undertaken should be of relevance and of priority to the MUHAS development objectives.

9. **TRAINING BUDGET AND SOURCES OF FUNDS FOR TRAINING AND DEVELOPMENT.**

- 9.1 The University shall decide in every financial year the number of

employees to be sponsored and programmes to be included. The factors to guide this shall include:-

- i. Availability of funds for training and development in that particular year.
- ii. Department with more serious shortage of employees will be given more priority for sponsorship.

9.2 The training cost will be paid from the budget for training and development.

9.3 The University Council in collaboration with Schools, Directorates and Departments in question shall be responsible in soliciting funds from various sources such as;

- (a) Donor Agencies
- (b) Training fund from the government
- (c) Financial Institutions
- (d) Higher Education Students Loan Board
- (e) Any other sources as deemed fit for example Capacity building fund from various projects in which MUHAS formed a part.

9.4 The university shall establish special Training Fund that will be contributed by various sources including government.

9.5 Employees shall be encouraged to source out their own sponsorship outside the University but they should report on any progress to the University.

10 RESPONSIBLE ORGAN IN HANDLING TRAINING AND DEVELOPMENT OF EMPLOYEES AT MUHAS

10.1 Training and Development shall be handled by the Appointment and Human Resources Management Committee (A & HRMC) which shall have the final say on all issues related to employees development except for Associate Professors and Professors whose development will be determined by the University Council.

10.2 A & HRMC which is a Sub - Committee of the University Council as far as staff development matters are concerned, shall be devoted in identifying training needs for both Academic Administrative and Technical staff including identifying Donor Agencies.

11 EFFECTIVE DATE

This policy shall come into the operation on such date to be approved by the University Council.