



# ST. FRANCIS UNIVERSITY COLLEGE OF HEALTH AND ALLIED SCIENCES



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## HUMAN RESOURCES TRAINING AND PROFESSIONAL DEVELOPMENT POLICY

### 1. INTRODUCTION

St Francis University College of Health and Allied Sciences (SFUCHAS) strives to promote, encourage and support efforts by staff to develop their capabilities and advance their careers in the overall context of meeting the vision and mission of the University College. In order to realize these efforts there must be a Training and Professional Development Policy to guide the implementation.

### 2. PURPOSE

The purpose of this Policy is to provide guidelines to the Management and Staff to facilitate decision-making regarding the training that should be delivered to SFUCHAS staff. To this end, the following principles will be cherished:

- 1.1 The University shall encourage staff participation in sponsored and non-sponsored training and professional development activities that address their unique needs required to achieve individual career and organizational goals.
- 1.2 Staff Training and Professional Development at SFUCHAS shall be an unceasing process, requiring investment by both staff and the University.

### **3. DEFINITIONS OF KEY TERMS**

#### **3.1 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.

#### **3.2 Professional Development**

Professional Development shall involve the capacitation of staff to acquire new skills, knowledge or technology to enable them to remain fit for the purpose. It will enable staff to create better products, quicker services and more competitive institution.

#### **3.3 Training and Professional Development**

Training and Professional 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.

### **4. OBJECTIVES OF THE TRAINING AND PROFESSIONAL DEVELOPMENT POLICY**

The objectives of Training and Professional Development Policy shall be to:

4.1 Recruit enough university staff of different cadres while observing gender balance.

4.2 Outline the modalities of professional training for academic, administrative and technical staff in areas deemed necessary for the operations of the SFUCHAS activities.

4.3 Capacitate and empower staff to deal more effectively with growing social, scientific and economic challenges facing SFUCHAS by making use of advance in professional, vocational knowledge and technology.

4.4 Define modalities for motivation and job satisfaction to staff.

4.5 Improve productivity, effectiveness and efficiency of service by development and better utilization of talents, abilities and potential of the staff

4.6 Help staff develop their knowledge, skills and ability, so that they might become better qualified to perform their duties or advance to more responsible positions

4.7 Alleviate labour market shortages and reduce Human Resources turnover

## **5. TRAINING AND PROFESSIONAL DEVELOPMENT POLICY GUIDELINES**

5.1 Training and Development will be provided to all members of staff. The University shall support all staff in academic training and professional development with a view to improving their performances and outputs

5.2 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.

5.3 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 staff.

5.4 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 the quality of the programme attended and the output gained.

5.5 Sponsorship by the University shall be granted to staff who have completed at least two years from the date of employment or from the previous courses undertaken. Tutorial Assistants and Assistant Lecturers will however be trained immediately upon employment

depending on the availability of funds or sponsors

- 5.6 Training and Professional Development opportunities that will be provided to staff shall be those related to SFUCHAS needs priorities.
- 5.7 Staff under probation or contracts that can not be renewed and those with 3 years before retirement shall not be sponsored by SFUCHAS to attend courses of more than one year duration
- 5.8 Priority for sponsorship will only be given to staff attending a Postgraduate Diploma, Masters degree or PhD studies. These staff will continue drawing their salaries, and upon completion of their studies, will continue working for SFUCHAS for a period of three (3) years consecutively.
- 5.9 Staff who abscond or wish to quit the employment on their own reasons before such period of 3 years post training, shall be required to reimburse the University all salaries drawn by them during the period of training together with all training costs incurred by the University.
- 5.10 Staff wishing to take study leave shall apply to the Principal through their immediate Supervisors/Heads of Departments and respective Deans/Deputy Principals with details of the course to be pursued and training costs.
- 5.11 The deadline for applications for sponsorship by the University in shall normally be March of every year. Late applications will not be processed for that Fiscal Year.
- 5.12 For staff to commence training whether locally or abroad, the Principal must grant permission in writing. If no permission is granted and the staff insists to attend such training, then the staff may opt to terminate services
- 5.13 Staff undertaking studies shall be required to submit regular academic progress reports as a validation for their participation in their studies but also for the University to continue paying their fees. No

training costs shall continue to be paid for any staff after the expiry of training period.

- 5.14 Staff shall be required to submit Original Certificates/transcripts after completing their studies for promotion or recognition purposes.
- 5.15 Staff under probation or non-renewable contract terms and those with 5 years or less before retirement shall not be sponsored by SFUCHAS to undertake courses of more than six (6) months duration.
- 5.16 Subject to good conduct and satisfactory progress in his/her course, a staff attending an in-service training will remain eligible for promotion under the terms of the relevant scheme of service.
- 5.17 Upon completion of the course a staff 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.
- 5.18 Staff 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.

## **6. PERFORMANCE APPRAISAL AND DEVELOPMENT PLAN**

- 6.1 The University shall undertake annual Performance Appraisal for each staff
- 6.2 During this appraisal, future objectives shall be identified and staff development shall be examined to identify possible training programs that staff may require in order to assist them in attaining their objectives.
- 6.3 The Performance Appraisal shall be done by the Department Staff Appraisal Committees
- 6.4 The appraisal reports shall be forwarded to the University College

Appointments and Promotion Committee for deliberations and thereafter to the Deputy Principal PFA for final decision.

- 6.5 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 College Board.

## **7. TRAINING FEES**

- 7.1 Sponsorship may be granted only to staff on permanent, pensionable and renewable contracts.
- 7.2 Approved training fees that may be paid by the employer will only be those which are related to:
- i. Travel costs to the institution
  - ii. Registration and admission
  - iii. Examinations
  - iv. Tuition fees
  - v. Living allowance
  - vi. Stationeries
  - vii. Thesis production if applicable
  - viii. Field allowances if applicable

## **8. REMUNERATION OF STAFF**

- 8.1 The salary of staff on permanent and pensionable and renewable contracts will continue to be paid by the employer for the whole period that the staff will be attending studies.
- 8.2 Any statutory deductions of PAYE and Pension contributions from the salary will continue to be made in normal way.
- 8.3 The staff attending studies will remain eligible for annual increments, when due.
- 8.4 Staff who successfully complete a course and get a Degree or

Postgraduate degree will be awarded **Double Salary Increment** in case their awards do not lead to a defined promotion ladder or a re-categorisation to another cadre.

8.5 Staffs who successfully complete a Diploma course will be awarded a Normal Salary Increment if such qualification does not qualify them for promotion or re-categorization.

## **9. IN-COUNTRY TRAINING**

- 9.1 As much as possible, training should be done within the country. Training abroad should be for courses not that are not offered in the country or which are sponsored by partners.
- 9.2 The training to be undertaken should be of relevance and of priority to SFUCHAS development.

## **10. MOBILISATION OF TRAINING AND PROFESSIONAL DEVELOPMENT FUNDS**

- 10.1 The university shall establish special Training Fund that will be contributed by various sources
- 10.2 The University shall plan yearly the number of staff to be trained or developed and incorporate their costs in the annual Budget.
- 10.3 The training cost will be paid from the budget for training and development
- 10.4 Funds will be solicited from various sources such as:
  - Donor Agencies/Development partners
  - Financial Institutions
  - Research projects
  - Any other sources as deemed fit such as Capacity building funds from various projects or consultancies

- 10.5 Departments with more serious shortage of staff will be given more priority for sponsorship
- 10.6 Staff shall be encouraged to source out their own sponsorship outside the University and report progress to the University College.

## **11. MANAGEMENT OF TRAINING AND PROFESSIONAL DEVELOPMENT MATTERS**

- 10.1 Training and Development shall be managed by the Appointments and Promotion Committee, which shall have the final decision on all matters related to staff development except for Associate Professors and Professors whose development will be determined by the University College Board.
- 10.2 The roles of SFUCHAS Management shall be to:
  - i. Foster a culture of continuously improving knowledge, experience, skills and attitudes among its staff to meet the changing demands of their jobs.
  - ii. Conduct Training Needs Assessments (TNA) for all cadres as a basis for the design and annual updating of Training and Professional Development programme.
  - iii. Organise evaluations of Training and Professional Development programmes implemented by the University College.
  - iv. Solicit funds from various local and external sources in order to ensure sustainability of Training and Professional Development Programmes
  - v. Conduct in-house Continuing Professional Development (CPD) activities as a response to the internal and external changes and in line with SFUCHAS Strategic Plan
  - vi. Recognize and reward staff development efforts



- vii. Ensure all SFUCHAS staff members are aware of the Training and Development Policy so that they know their rights and obligations.
- viii. Create a learning culture and provide appropriate in-house induction and orientation programmes for all new staff within a reasonable time
- ix. Encourage staff to develop their skills and professions within their current roles

## **12. RESPONSIBILITIES OF STAFF IN FACILITATING THEIR TRAINING AND PROFESSIONAL DEVELOPMENT**

- i. Staff shall take a full responsibility for their own self-development by identifying suitable training programme.
- ii. Every staff shall apply the acquired knowledge and skills for the betterment of SFUCHAS.

## **13. EFFECTIVE DATE FOR THE POLICY**

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