



SOUTH EASTERN KENYA UNIVERSITY

SOUTH EASTERN KENYA UNIVERSITY
P.O. BOX 170-90200 KITUI, KENYA
TEL: +254 020 - 2413859 / +254 020 - 2318999 (KITUI)
MOBILE: +254 716 962 770 (KITUI)
Email: info@seku.ac.ke | Web: www.seku.ac.ke

STAFF TRAINING AND DEVELOPMENT POLICY

2014

Arid to Green; Transforming Lives



ISO 9001: 2008 Certified

Contents

PART I: PREAMBLE.....	2
PART I: VISION AND MISSION OF THE UNIVERSITY.....	2
4. Vision.....	2
5. Mission.....	2
6. Motto.....	3
7. Core Values.....	3
PART III: OBJECTIVES OF STAFF TRAINING AND DEVELOPMENT POLICY.....	3
PART IV: TRAINING NEEDS ASSESSMENT.....	4
PART V: TYPES OF TRAINING.....	4
PART VI: CRITERIA AND PROCEDURES FOR SELECTING STAFF FOR TRAINING.....	5
18. Category Specific Criteria.....	5
19. General Criteria.....	6
20. Procedure of applying for training.....	7
PART VII: REGULATIONS FOR STUDY LEAVE.....	7
PART VIII: FUNDING FOR STAFF TRAINING AND DEVELOPMENT.....	8
30. External Scholarships.....	8
31. University Sponsorship/ Fee Waiver.....	8
32. Special Projects Scholarship.....	9
33. Split Scholarships.....	9
34. Self-Sponsorship.....	9
35. Reimbursable Scholarship (Junior Staff).....	9
PART X: STAFF EVALUATION.....	10
37. Academic Staff.....	10
38. Non-Teaching Staff.....	10
39. Implementation of Training Policy.....	11

PART I: PREAMBLE

1. South Eastern Kenya University (SEKU) was established by Charter on 1st March 2013. SEKU is located off Machakos-Kitui Road 17km from Kwa Vonza Market in the Lower Yatta District. The University lies on 10,000 acres of land in a serene and conducive learning environment.

SEKU operates four satellite campuses namely: Kitui Town Campus, Machakos Town Campus, Wote Town Campus and Mtito Andei Campus. The University is a predecessor of the South Eastern University College and the Ukamba Agricultural Institute (UKAI). The latter was established in the 1970s to run TIVET programmes.

2. Being a new institution, the University requires staff with requisite skills and qualifications to man its various units for efficient delivery of services. The training shall be conducted based on the Training Needs Assessment (TNA).

3. The aim of this Staff Training and Development Policy is to improve the productive capacity of the University's human resource. The training will not only enable staff to realize their full potential in the roles they play but also enhance their own professional life.

PART I: VISION AND MISSION OF THE UNIVERSITY

4. Vision

The Vision of the University is to be a globally competitive centre of excellence in teaching, research and innovation for purposes of transforming human lives.

5. Mission

To achieve this, the Mission is to provide quality and transformative education through teaching, learning, research, extension, innovation, and entrepreneurship with emphasis on dry land Agriculture, natural resources and Environmental Management.

39. Implementation of Training Policy

(1) Heads of Departments, Sections and Deans shall be responsible to Council through the University Management Board for the implementation of this policy and shall submit Annual Reports on training.

(2) This policy shall be subject to review every four years.

PART X: STAFF EVALUATION

37. Academic Staff

(1) It is expected that Academic staff shall be qualified at doctorate level for effective engagement in Teaching, Research and Outreach programmes.

(2) Staff reviews shall be conducted at intervals of 4 years to verify enrolment or completion of Ph.D. studies; those who shall not have fulfilled either of the two options during the 2nd review shall be terminated from service

(3) Evaluation of all academic staff shall be conducted on an annual basis to determine performance in Teaching, Research and Outreach.

38. Non-Teaching Staff

(1) Senior Library/Administrative Staff(Grades 11to 15)

Staff will be required to show progress in their career by acquiring new skills. Staff within this cadre shall be expected to qualify or acquire equivalent qualifications in relevant professions in the respective grades.

Those in Grades 14 and 15 are required to have PhD. Those who shall show no effort in attaining essential qualifications shall be terminated from the service of the University.

(2) Middle Level Staff (A-F) and Junior Staff (I-IV)

Staff within this cadre shall be expected to meet minimum qualifications set by the University.

(a) All cadres of non-teaching staff shall be accorded opportunities for further training as may be deemed necessary by the departments.

(b) Evaluation of non-teaching staff should be conducted on an annual basis to determine the delivery of services.

(c) Staff on training shall submit quarterly progress reports countersigned by supervisors to the Deputy Vice-Chancellor (Administration and Human Resource Management)

(d) A job performance appraisal shall be undertaken to determine the worth of training.

6. Motto

Arid to Green.

7. Core Values

In order to achieve the vision and mission,SEKU is guided by the following core values:

(1) Professionalism: In all our actions and interactions, we shall maintain ethical behavior, courtesy and professional etiquette

(2) Innovation: Innovativeness shall be the hallmark of our business activities through fostering pro-activeness, creativity, and adaptability to change

(3) Integrity: We shall be honest, transparent and accountable always

(4) Freedom of thought: We shall promote and defend academic freedom

(5) Teamwork: We shall maintain a sense of unity and of common interests and responsibilities

(6) Respect and conservation of environment: We shall strive to respect and protect the natural and working environment

PART III: OBJECTIVES OF STAFF TRAINING AND DEVELOPMENT POLICY

7. To orient, impart and impact staff with knowledge and practice on the University's mission, vision, history, policies, structure, rules and operational activities.

8. To equip staff with professional and technical knowledge in their areas of responsibility to improve the performance of the University.

9. To ensure the availability of sufficiently trained manpower to cope with the changing needs of the University.

10. To develop and enhance staff supervisory, research, technical and managerial capacities.

11. To facilitate effective interpersonal communication skills for harmony and coordination throughout the University.

12. To impart life skills to cater for emerging issues like new technology, among others.

PART IV: TRAINING NEEDS ASSESSMENT

13. Training Needs Assessment (TNA) for each level in the University shall be determined on an annual basis, within at least three years, in response to the University's changing environment and in keeping with its Vision and Mission, relative to:

- (1) Skills developmental performance improvement
- (2) Lateral and vertical mobility
- (3) Career mobility (progression)
- (4) Anticipated organizational personnel needs
- (5) Teaching effectiveness
- (6) Research Capacity
- (7) Personal Growth
- (8) Human Resource Development
- (9) Competent policy-making and support functions.

14. Performance Appraisal (Job description, Job specification, Training and Performance)

(1) Performance Appraisal Forms

These shall be used to determine areas and skill gaps for growth and recruitment. This shall entail the determination of the extent to which a Department meets its goals and objectives. Deficiencies may arise in human resource skills or other resources such equipment, tools and capital among others

(2) Projected Human Resource needs

This shall be conducted by the Development, Planning and Establishment Committee based on the institutional Vision and Mission and the anticipated outcomes.

PART V: TYPES OF TRAINING

15. Training types may be based on the following dichotomies:

- (1) Short/Long Term
- (2) Internal/External
- (3) Formal/Informal
- (4) Practical/Theoretical

(1) Fee Waiver/Partial Scholarship (Fellowship, Studentship, Assistantship etc) may be given to Academic staff registered for studies at South Eastern Kenya University.

(2) All 1st class graduates of South Eastern Kenya University pursuing higher degrees at South Eastern Kenya University shall be given partial scholarship.

(3) Schools, Institutes or Departments may sponsor staff with funds from their income generating activities.

32. Special Projects Scholarship

Department/School/Institutes of the University receive Grants from external sources for special projects including Development and Research Projects, which may contain training scholarships. Such Departments/Schools shall make recommendations to the Staff Training and Development Committee of the University, which shall take into consideration special circumstances stipulated for such scholarships.

33. Split Scholarships

The applicant for split scholarships for training shall fulfill all conditions specified by the institutions involved.

34. Self-Sponsorship

In self sponsorship programme, a member of staff shall be responsible for the tuition of his/her training.

35. Reimbursable Scholarship (Junior Staff)

A Junior Staff who through his/her own time embarks on a course relevant to his/her duties with prior approval of the University and qualifies may be reimbursed expenses stipulated in the Collective Bargain Agreement provided that:

- (1) The course shall be directly related to the nature of his/her duties.
- (2) The course shall improve the employee's performance and enhance his/her potential for additional responsibilities.

36. Bonding shall always be prerequisite for granting of fee waiver and should be equal to the period of study.

27. The Council will terminate services of any member of staff who trains under study leave and fails to complete training on reasons not acceptable to the University Council.

PART VIII: FUNDING FOR STAFF TRAINING AND DEVELOPMENT

28. South Eastern Kenya University shall set aside a certain percentage of its annual budget for purposes of funding training and development of its staff. Some of the training mechanisms will include:-

- (1) Training Sponsorship mechanisms:
- (2) Sponsorship from the University
- (3) Scholarship from External Sponsors
- (4) Scholarship from Special Projects
- (5) Split sponsorships (University and External Donors)
- (6) Self-sponsorship
- (7) Reimbursable Scholarship

29. Sponsorship shall be awarded in accordance with the selection criteria stipulated in this policy. Staff shall qualify for any of the sponsorship, one at a time, and must only proceed on Study Leave after approval has been granted.

30. External Scholarships

The University shall solicit and obtain scholarships from various donor organizations for sponsorship of staff on training. Possible sources of funding:

- (1) University-Industry links
- (2) External donors/partnerships

31. University Sponsorship/ Fee Waiver

University sponsorship shall be awarded to staff under the same conditions as External Scholarships/Sponsorship on a competitive basis and shall take the following forms:

16. Training sessions for the dichotomies in 17 above may overlap as follows:-

- (1) Orientation / Induction
- (2) On-the-job training
- (3) Workshops, Seminars, Conferences.
- (4) Certification Course (including professional).
- (5) Ordinary and Higher Diplomas.
- (6) Post Graduate Diplomas
- (7) Bachelors Degree
- (8) Masters Degree
- (9) Doctorate Degree
- (10) Fellowship, Attachment and Staff Exchange

PART VI: CRITERIA AND PROCEDURES FOR SELECTING STAFF FOR TRAINING

17. Category Specific Criteria

(1) Orientation /Induction

Applicable to newly recruited, appointed and promoted employees
This program shall be undertaken within three weeks of reporting for the first time to duty at SEKU.

(2) On the Job Training

Applicable to all staff depending on training needs as per the staff appraisal. This will include:

(a) Workshops, Seminars and Conferences.

Applicable to all staff members depending on needs of specific units

(b) Certificate Courses

Short term course targeting mainly junior and middle level staff depending on departmental/section training needs.

(c) Diploma Programmes

Applicable to junior and middle level staff based on departmental/section training needs.

(d) Post Graduate Diploma

Graduate employees with need for specialized training as determined by the department /section

(e) Bachelors Degree

Applicable to middle level staff with Certificate or Diplomas depending on departmental/section needs

(f) Masters Degree

Applicable to academic, senior library and administrative staff (and middle level staff) depending on departmental/section needs. However, priority will be given to academic staff and administrative assistants.

(g) Doctorate

Applicable to academic, senior library and administrative staff depending on departmental/section needs.

(h) Fellowships, Attachment, Staff Exchange

Applicable to academic and administrative staff depending on departmental / school needs

18. General Criteria

(1) Staff applying for any training shall be expected to meet the requirements for the particular training in question.

(2) Based on continuous staff and departmental appraisals, departments shall determine training needs and identify appropriate persons for training to meet such needs.

(3) For long term training (Diploma and Degree programmes lasting more than one year) priority for local training will be given to members of staff based on the length of service and need. For overseas training priority will be given to members of staff as per specification in the scholarship.

(4) Except for staff appointed on Staff Development terms (e.g. Graduate Assistants, Tutorial Fellows) eligibility for training will be after confirmation of the appointment and offering at least one year of uninterrupted service to the University or in accordance with Departmental needs.

(5) Staff members proceeding on study leave must be bonded for an equivalent period of the study leave. For the Vice Chancellor and the Deputy Vice-Chancellors the duration will be determined by the Council.

(6) Staff members receiving fee waiver must be bonded for an equivalent period of the study leave.

(7) In case of a staff member who had earlier gone for training, he/she has to fulfil the bonding obligations and must have worked for a period equivalent to the training period before he/she can be considered for any other training or may be in accordance with Departmental needs.

(8) Training must be relevant to the University needs.

(9) Permission to proceed on training shall be subject to availability of funds (e.g. university funding, self sponsored, project scholarships etc).

(10) All members of staff shall have equal training and development opportunities regardless of gender, disability, race/ethnicity and religion.

(11) Preference for training will be given to Kenyan nationals.

19. Procedure of applying for training

(1) All members of staff wishing to undertake any training shall normally apply to the relevant authority through the respective Heads of Departments/Sections.

(2) Departments/Sections shall have Departmental committees which shall forward nominations to School Boards who will consider and make recommendations to the Staff Development Committee of the University.

(3) For non-teaching staff, Departments/Sections and Divisions will consider applications and recommend nominations to Staff Development Committee of the University. All training shall be approved by the Management Board and Reported to Council.

PART VII: REGULATIONS FOR STUDY LEAVE

21. Study leave shall only be granted to members of staff by the Management Board on the basis of the needs of the University and in the interest of staff development.

22. Study leave will be of appropriate duration for respective training programmes and on such conditions the Management Board may determine subject to progress report.

23. Bonding shall always be prerequisite for granting of study leave and should be equal to the period of study.

24. A member of staff whose request for study leave has not been approved may opt to apply/request for unpaid leave of absence to pursue his/her course specific to one's area of interest.

25. Study leave approval shall be for one year initially renewable on satisfactory progress report.

26. A member of staff on study leave shall be paid 80% of basic salary during the academic leave.