



# **MAASAI MARA UNIVERSITY**

## **TRAINING AND DEVELOPMENT POLICY**

Policy No.	MMU/RAD/05
Version	01
Principal Responsibility	Registrar Administration
Effective Date	15 <sup>th</sup> January, 2018

## **Policy Approval**

This policy shall be known as the Training and Development Policy of Maasai Mara University (herein after referred to as “the Policy”) which shall take effect on the date of approval by the University Council.

In exercise of the powers conferred by statute 17 (2d) of Maasai Mara University and section 35(1) (a) (iii) of the Universities Act No. 42 of 2012, Section 19 of the Charter for Maasai Mara University 2013. Maasai Mara University Council confirms that this policy has been made in accordance with all relevant legislations.

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Dated the ..... day of .....2018

Signed: .....

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## **Foreword**

The University endeavors to promote a structured and systematic training, learning and continuing professional development of all its employees to enable them to perform their duties effectively and efficiently.

This policy provides the guidelines on types of learning, training and criteria for applying for courses and study leave. In addition, training reconciles the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance.

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. 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).

**Prof. Mary K. Walingo, PhD, MKNAS, EBS**

**Vice - Chancellor**

## Definition of Terms

**“Employees”** The term “employees” includes all officers of administration, officers of instruction, officers of research, and other staff.

**“Professional Development and Training”** Professional development and training is defined as learning undertaken by employees to maintain and advance their skills, knowledge and competencies, specifically as they relate and add value to the job and workplace. It is a dynamic process and may be achieved not only through participation in formal coursework but also through professional experience, collaboration, mentoring, and participation in activities of professional organizations, and independent study and research.

**“Staff Development”** The acquisition and development of skills and knowledge through a planned and deliberate learning process in order to improve personal and organisational effectiveness. More broadly, staff development also includes other personal development activities and opportunistic learning which will enhance the individual’s growth and contribution in the work context.

**“Supervisors”** The term “supervisors” includes all employee’s whose job encompasses supervisory duties, including Academic Program Directors, Departmental Heads and Deans.

**“The University”** The term “The University” shall refer to Maasai Mara University

**“Training”** Deliberate and systematic learning experience designed to provide skills, knowledge and appropriate attitude to an employee for purposes of improving ability to perform a specific job or task.

**“Training bond”** A formal agreement between an employer and an employee selected for approved training that obliges serving the employer for a specified period of time after completion of training.

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## **Acronyms and Abbreviations**

**ICT**            Information Communication Technology

**TNA**            Training Needs Assessment

## **1. Introduction**

Maasai Mara University is a successor of the then Narok University College which was established as a University College of Moi University in 2008. The university is located within Narok County. It attained full University status following the enactment of the University's Act, 2012 and the award of the charter on 12th February 2013 from which it draws its mandate. The University now operates five Schools namely: School of Science and Information Sciences, School of Education, School of Business and Economics, School of Tourism and Natural Resource Management and the School of Arts and Social Sciences.

This policy provides the framework for staff training in key areas relevant to their professional advancement. The training shall however be guided by the Training Needs Assessment.

### **1.1.Vision, Mission and Core Values**

#### **Vision**

To be a world class university committed to academic excellence for development

#### **Mission**

To provide Quality University education through innovative teaching, research and consultancy services for development

#### **Core Values**

Excellence

Team Work

Professionalism

Equity and Social Justice

Creativity and Innovativeness

Transparency and Accountability



## **2. Purpose**

The purpose of this Policy is to provide guidelines for administering Staff Training and Development. The Policy provides a funding source for participation in work related training and development.

This Policy is a Framework designed to afford the employees of the 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 responsibilities.

## **3. Policy Statement**

Training is an investment in people, and by training employees their full potential is harnessed and their energies are focused on the needs of the organization while fulfilling their need for personal development and job satisfaction.

## **4. Policy Objectives**

- i. To provide opportunities for Personal growth and Staff Development.
- ii. To improve on Staff productivity.
- iii. to enhance Staff career progression.
- iv. To facilitate acquisition of specialized skills.
- v. To ensure that all Staff have equal opportunity and access to training and development

## **5. Scope of the Policy**

The University will seek to make appropriate development opportunities available, and will ensure this Policy Statement applies to all Staff within the University.

## **6. Guiding Principles**

To realize these Objectives, the University seeks to apply the following principles:

- i. That all staff should have access to appropriate training opportunities for professional development.
- ii. That the training and development opportunities provided should be relevant to the jobs performed.
- iii. That the training and development opportunities provided should be relevant and beneficial to the institution.

## **7. Rationale**

Training is an investment in people, and by training employees their full potential is harnessed and their energies are focused on the needs of the organization while fulfilling their need for personal development and job satisfaction.

- i. Training enables employees to meet the expectations of the University.
- ii. Training improves the quality and productivity of the employees.
- iii. Training helps attract and retain a qualified workforce.
- iv. Training also increases employee motivation and engagement.

## **8. Modes of Training**

The following modes of training shall be considered:

- 1. Induction programmes for new employees and redeployed staff
- 2. Visits to other organizations, secondments, job rotations and attachments
- 3. Short courses or conferences attendances
- 4. Coaching and mentoring programmes, in house training and on-the-job-training.
- 5. Up-skilling in areas such as Information Communication Technologies (ICT)
- 6. Specialist training as agreed and directed by the Chief Executive.

## **9. Responsibilities**

The responsibility for the development of staff at the University is as indicated below:

### **9.1.Management Board**

The Management Board shall:

- i. Ensure that staff training and development policy is fully implemented to the benefit of the University and employees;
- ii. Allocate adequate resources to fund training and development activities
- iii. Identify annual University priorities for training and development; and
- iv. Receive and consider training and development reports

### **9.2.The Staff Training and Development Committee**

The Committee shall:

- i. Formulate and review the training Policy in the University.
- ii. Plan for Staffing training.
- iii. Serve as a clearing house for all training programmes.
- iv. Award scholarships received by the University.
- v. Receive and process applications for training.
- vi. Deal with any other matters referred to it by the Senate, the Chief Executive or any other University Committee.

### **9.3.Heads of Department**

Heads of Department are responsible for:

- i. Identifying departmental staff training and development needs.
- ii. Providing appropriate resources for staff development activities.
- iii. Ensuring training opportunities are supported in accordance with the University Training Policy.
- iv. Ensure that training identified for each individual's career development plan is implemented;



- v. Monitor and evaluate learning for employees who have undertaken training and development.

#### **9.4.Individuals**

Individuals are responsible for:

- i. Reflecting at regular intervals upon their performance in their current jobs and future career aspirations and identifying their appropriate development needs.
- ii. Discussing these with their Heads of Department during their Performance Review Meetings with a view to establishing priorities in relation to their personal, departmental or University objectives.
- iii. For filing progress reports while on long-term training
- iv. Applying acquired knowledge and skills to their work.

#### **9.5.Human Resource Department**

The Department shall:

- i. Source for training programs for the University.
- ii. Assist in the identification and prioritization of the University's training needs
- iii. Design in conjunction with respective Heads of Departments appropriate training programmes and identify suitable trainers
- iv. Monitor training programs
- v. To organise in-house training programs in conjunction with Heads of Departments and training providers/consultants.
- vi. Maintaining University training records.
- vii. Maintain a database on relevant training programmes and institutions

## 10. Training Needs Assessment

All training in the University will be based on annual training needs assessment.

The Heads of Department/Sections shall initiate the process of assessment to identify training needs gap amongst their staff.

The training needs shall be relative to:

- i. The University's vision and strategy
- ii. Technological changes
- iii. Departmental plans and budgets

### Categories of Training

The University supports the continuing development of staff through attendance at seminars and conferences as follows:

#### i. Short Term Courses

These includes Seminars, Workshops and Conferences of up to six (6) months duration **locally or abroad** which shall be deemed to be travelling on duty and shall receive the applicable subsistence allowances in addition to payment of training fees.

#### ii. Long Term Courses

These includes a course of training exceeding six (6) months duration **locally or abroad** which requires the employee to enter into a formal training agreement binding him/her to serve in the University as specified in the Terms of the Bond Agreement.

## 11. Application Procedure

- i. All applications for training shall be channeled to the Chair, Staff Training and Development Committee through the Head of Department, Registrar Administration and Deputy Vice-Chancellor AF&P.
- ii. The Head of departments shall forward the application with clear

- iii. recommendations to the Staff Training and Development Committee.
- iv. The Staff Training and Development Committee shall consider and recommend the course(s) made by the applicant(s);
- v. All recommendations shall be approved by the Chief Executive.
- vi. In all cases, including time-off, written approval must have been obtained from the University before commencement of the course.
- vii. The Human Resources Office shall inform all the applicants of the outcome of the application.

## **12. Appeal**

If a staff member is not satisfied with the decision of the Staff Training and Development Committee, he/she is entitled to appeal to the Chief Executive within five (5) working days from the date of receipt of the outcome of the decision.

### **Conditions Applicable to Officers on Training Programs in Kenya/ Abroad**

The conditions applicable to officers attending training courses in Kenya / abroad are as follows:

#### **i. Salary and Progression**

- i. An officer will continue to draw his substantive salary for the duration of the course. Any deductions due will continue to be made in the normal way.
- ii. Provided that his work and conduct are satisfactory, an officer will be eligible to receive annual increments in accordance with the normal procedure.
- iii. During the period of his training an officer remains eligible to be considered for promotion.

#### **ii. Allowances**

The Employer may grant paid study leave to members of staff pursuing relevant courses, both locally and abroad bearing in mind the needs of the University and will pay 100% of his/her House Allowance when on study leave.

### **iii. Leave**

Attendance at a course which has no provision for vacations will count as being on duty for the purpose of an officer's eligibility for leave.

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.

### **iv. Deductions to be made by the employer**

Any government sponsored programmes will attract a training levy at the rate of 20% of the basic salary which shall be deducted from the employee's salary.

## **13. Conditions for staff training**

At all times Heads of Department/Section should ensure continuity of service during the training especially where a staff member has to be away from the official station

### **Variation of Training while on Study Leave**

Should there be absolute need to change a training programme, while on training; the staff will be required to seek the approval of the Staff Training and Development Committee in writing before effecting the change.

The applicant must include the following documentation in the application package:

- i. The proposed course of study and relevance to the job
- ii. Career aspirations both immediate and long-term
- iii. Duration of the course
- iv. Institution where the course will be offered
- v. Cost implications (source of funding)

The University shall in all cases, exercise absolute discretion in accepting or rejecting applications for study leave;

All employees with approved and funded programmes of study shall submit the semester results (process reports) to Human Resource Department and the semester result shall be the basis application for continued assistance.

#### **14. Self-Sponsored Training**

Staff members on self –sponsored training shall be exempted from paying 20% training levy. Such officers may be granted study leave and be eligible for full salary and other benefits as long as the course is approved by Staff Training and Development Committee, relevant and undertaken in a recognised institution.

#### **15. Tuition Fee waiver**

Members of staff shall be entitled to fee waiver for themselves, legitimate spouse and children studying at the University. The amount or percentage shall be determined by the University from time to time through the respective Collective Bargaining Agreements (CBAs).

Legal dependents of staff members shall qualify for tuition exemption when admitted to a program at the University.

#### **16. Insurance Cover**

All staff are insured while on training as per the provisions of the Collective Bargaining Agreement (CBA).

The University will undertake to indemnify an employee who travels outside the Country on the relevant insurance.

#### **17. Training Bond**

The University has put in place bonding as one of the strategies to ensure that trained employees do not leave the service soon after benefiting from a sponsored training opportunity. The purpose of the bonding is to ensure that the University benefits adequately from the skills, knowledge and positive attitudes acquired through the training. Through servicing the bond, the University gets value for its investment in training.



The following shall be policy guidelines on bonding:

- i. Every serving officer who attends a training programme lasting more than six (6) months shall be required to enter into a formal agreement as specified in the Training Bond.
- ii. The bond period shall be determined by either the duration of the course or the value/cost of the course.
- iii. The University will determine the duration of the bond.
- iv. Once a bonded employee begins the approved course of training, all the costs of training constitute the bond amount.
- v. A beneficiary of the University support who fails to resume duty shall refund University expenses incurred on him/her during training in full through him/herself or his/her sureties.

## **18. Benefits**

Attendance of training, conferences and studying for additional qualifications shall usually benefit both the individual and the University.

## **19. Rewards upon successful completion of Training**

Members of staff shall, upon completion of training be rewarded as follows provided the maximum is not exceeded:

- i. Ph.D. - Four (4) salary increments
- ii. Masters - Three (3) salary increments
- iii. Bachelors - Two (2) salary increments
- iv. Diploma - One (1) salary increment

## **Equal Opportunity**

The University shall ensure equal access and opportunity to development and training for all staff

- i. The implementation of the policy shall be consistent with the aims and objectives expressed in the University's Equality policy statement.

- ii. The University recognizes the role that learning and development can play in relation to achieving equal opportunities through positive action aimed at particular individuals or groups and will seek to support this wherever possible.

## **20. Monitoring and Evaluation**

The Head of Department and the Human Resource Section shall regularly monitor staff and personnel to evaluate the extent to which training objectives were realized, the degree of satisfaction with the services provided and the cost effectiveness of the training offered. The Section shall also ensure that data relating to Staff Training and Development is evaluated and updated annually.

The University is committed to continuous improvement of its staff and encourages feedback from staff.

## **21. Implementation**

Implementation of this policy may be vested in the Registrar Administration.

## **22. Review**

This document shall be reviewed as and when necessary as the Staff Training and Development Committee shall find it appropriate.

## **23. Amendments**

Any amendments shall be approved by the University Council