TAKORADI TECHNICAL UNIVERSITY

STAFF DEVELOPMENT POLICY

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1.0. INTRODUCTION

It is important for institutions to be committed to promoting an environment of structured and systematic training, learning and persistent professional development of all its' staff to enable them to perform their duties effectively and efficiently. This shall be recognised as essential to providing a high quality service that meets the needs and expectations of clients, stakeholders and members of the public. It shall enable staff to acquire the needed skills, knowledge and related qualifications to develop their potential to meet the future human resource needs of the University. In line with the values of integrity, impartiality, fairness and best practice, this policy shall provide the guidelines on types of training, retraining and criteria process for accessing such programmes.

Takoradi Technical University recognises that, its greatest assets in achieving its strategic objective are its staff (Human Resource) and that professional development contributes to personal job satisfaction, productivity at the workplace, recognition and reward.

A strategic, professional approach to staff development shall help the University to attract and retain high-calibre human resource with the requisite skills and competencies to achieve its goals and objectives.

Staff development encompasses all the policies, practices and procedures necessary in developing the skills, competencies and knowledge of the staff of the University to improve the efficiency as well as effectiveness of the individual and the University.

The University shall be committed to providing the needed opportunity for staff members to acquire knowledge, skills and abilities to increase performance effectiveness in current positions as well as improving opportunities for career advancement within the University.

2.0 SCOPE

This policy shall apply to all staff (fulltime) and shall embrace all forms of staff development activities. These shall include personal study, e-learning, internal/external courses, staff workshops/seminars, work shadowing, planned experiences and professional conferences.

Any other staff development activities that have no direct relevance to the role of the individual or the objective of the University shall not be within the scope of this policy.

3.0 AIMS AND OBJECTIVES

3.1 The aim of this policy shall be to assist the development of staff members to enhance performance and to provide heads with a framework that guides the development of staff in line with the Takoradi Technical University Strategic Plan 2016.

3.2 The objectives of this policy shall be:

i.	Support the University's strategic plan objectives.
ii.	Support the development of Takoradi Technical University to meet the competing demands of the 21st century.
iii.	Enable staff members to enhance the necessary knowledge, skills and abilities to perform their duties.
iv.	Develop a culture of participation and accountability.
v.	Enhance the recruitment and retention of high quality staff.

vi.   Provide guiding principles to ensure adequate and timely replacement of staff.

vii.   Enhance and develop the ability of staff to initiate and respond constructively to change.

viii.   Improve and sustain institutional effectiveness and efficiency.

ix.   Maintain and improve job satisfaction.

x.   Undertake a School-wide needs assessment, via Heads of Faculty/ Department/ Section/ Unit of the University.

xi.   Facilitate our commitment as investors in people.

4.0 GENERAL PRINCIPLES OF THE TRAINING AND DEVELOPMENT POLICY

In accordance with the University's Equality and Diversity Policy, there shall be a commitment to provide equal opportunity by ensuring that learning and development opportunities are available to all staff regardless of disability, gender, marital status, family or caring responsibilities, race, ethnic origin, sexual orientation, age, nationality, trade union membership and activity, political affiliation and religious beliefs and contractual status.

Therefore, the Staff Development Policy shall be based on the following principles that shall be adhered to by all those responsible for its implementation:

i.   Takoradi Technical University shall show commitment to the development of its staff through encouraging an environment conducive for development.

ii. That all staff activities shall be conducted in accordance with the University's Equality and Diversity Policy.

iii. All staff members shall have equitable access to staff development opportunities, appropriate for their roles and aligned to their objectives.

iv. Corporate and individual level staff development needs are identified through formal processes, including both at corporate and Faculty/ Department/ Section/ Unit levels, the induction process and through Staff Development Reviews;

v. Staff development shall clearly be linked to the needs of the University, the Faculty/ Departments/ Sections/ Units and the individuals as well;

vi. Staff career and professional development shall be considered to be a continuous process.

vii. All training activities shall support the need to heighten awareness of equality and diversity issues. Where necessary, this shall be reflected in the design, content and delivery of each activity.

viii. Staff shall be trained to levels appropriate to their roles in order to perform legally to the best of their interest that of others and in line with statutory regulations of the University. Participation in certain staff activities will therefore be mandatory;

ix. For the University to derive the maximum benefit, staff development processes shall be closely aligned to other planning and review cycles;

x. Funding and/or study leave for the purpose of staff development shall be recommended by the appropriate Head

of Faculty/Department/Section/Unit of an applicant/nominee to the appropriate authority for approval;

xi. Heads of Schools/Departments//Sections/Units are expected to encourage and support all staff, regardless of role and grade to take advantage of internal and external staff development opportunities relevant to their identified development needs. The expectation of the University is for all departments to participate in approved staff development programmes;

xii. The University also recognises that, for its Staff Development Policy to be effective, staff shall also take initiative for their development. In addition to undertaking mandatory and relevant training defined nationally and locally and as requested for a particular role, they shall be expected to avail themselves of the development opportunities provided to enable them to keep their skills updated and respond flexibly to change;

5. 0 ROLES AND RESPONSIBILITIES

Responsibility is shared among:

1. Council

2. Management

3. Heads of Faculty/ Department/ Section/ Unit

4. Individuals/ Staff

5. Human Resource Department

6. Appointments and Promotions Board

7. Quality Assurance

These responsibilities are captured as follows:

5.1 Governing Council

The Governing Council shall ensure the enforcement and compliance of this policy by Management.

5.2 Management

Management shall be responsible for:

i.   Ensuring that individuals have access to this policy.

ii. Giving staff constructive, honest and timely feedback on their request.

iii. Identifying individuals and team development needs which take account of both the University goals and their relevant aspirations.

iv. Regularly providing development platforms/opportunities which will enable individuals or groups to respond effectively to internal and external changes;

v.   Establishing individual, departmental and the University priorities and making appropriate provisions to meet such within the resources available.

vi. Identification of appropriate opportunities for staff development.

vii. Approving attendance to relevant staff development activities and making appropriate provisions for the release of staff from their duties, where appropriate

viii. Recognising and taking into account the fact that some groups may require particular encouragement or affirmative action training initiatives to help overcome historical inequalities;

ix.   Briefing and de-briefing staff who participate in staff development activities to facilitate effective consolidation of staff learning;

x.   Ensuring that all staff have equal opportunity in accessing staff development programmes, in accordance with the University's Equality and Diversity Policy.

6.0 Faculties/Departments/Sections/Units

Heads of Faculties/Departments/Sections/Units shall be responsible for:

i.   Establishing and disseminating priorities and plans for the school from which departmental, team and individual objectives and development needs can be identified.

ii.   Supporting the University's backed development programmes.

iii.   Ensuring equality of access to development programmes within the University.

iv.   Demonstrating specific job behaviours, particularly commitment to excellence and continuous development.

v.   Establishing priorities and creating awareness of plans for the department from which the team and individual developmental objectives needs can be identified.

vi.   Identifying needs for the development of members through systematic basis in the context of achieving faculty, departmental and individual objective from both internal and external activities.

vii. Ensuring training opportunities are supported in accor-

dance with the University's policy on Equal Opportunities where appropriate, identifying nominee/s among their senior management team to undertake some aspects of these responsibilities.

6.1 Staff

Individuals shall be responsible for:

i. Reflecting at regular intervals on performance gaps in their current jobs and future career aspirations and identifying appropriate development needs.

ii. Discussing the performance gaps with their immediate heads during Performance Review Meetings with the objective of establishing priorities in relation to their personal development in alignment with the University's objectives.

iii. Taking full advantage of Staff Development opportunities.

iv. Constructing and maintaining their respective personal development portfolios as documentary evidence of their development and achievements.

v. Application for new perspectives and skills to their work and for the development of their careers.

vi. Enhancing their professional statuses and standing, through continuous professional development, membership of professional bodies and acquisition of higher education qualifications.

6.2 The Personnel / Division of Human Resource

The Division of Human Resource shall be responsible for:

i. Servicing and supporting the Staff Development and Training Unit to promote the University as a learning institution, disseminating information on good practices in staff learning and development.

ii. Initiating staff development processes within the University.

iii. Designing and ensuring the delivery of learning and development activities as stated in the University's staff strategic plan.

iv. Managing and delivering induction events that welcome new staff into the University.

v. Coordinating the development and review of staffing and staff development (including equality and diversity), strategy and framework designed to promote institutional and individual capacity building through training and development.

vi. Delivering appropriate and suitable briefings, pieces of advice and providing development and coaching for Heads so that personnel policies and procedures can be operated in an equitable, fair, transparent and objective manner.

vii. Maintaining a database of consultants on generic skills to advise Management accordingly.

viii. Providing training procedures and guidelines, maintaining a list of trained reviewers, monitoring the implementation of the staff development and review scheme to meet the needs of all staff groups so that it facilitates both the

improvement of performance to institutional/organizational objectives, career and professional development.

ix. Developing and delivering an annual staff conference which offers staff the opportunity to embark on a range of development opportunities and network with other colleagues.

x. Liaising with Quality Assurance Office (QAO) and other central training providers in order to collaborate on staff development, strategy, plans and implementation including development of central resources, monitoring and evaluation systems.

xi. Working and liaising with Heads of faculties and departments to support and promote staff development strategy and programmes.

6.3 Appointments and Promotions Board/Research and Conference Committee

The Appointments and Promotions Board and the Research and Conference Committee shall be responsible for:

i. Proposing specific staff learning outcomes, priorities and processes for the University.

ii. Recommendations and implementation of programmes for staff development based on the guidelines of the Staff Development Policy.

iii. Assisting Heads in identifying and analysing staff development needs and evaluating the effectiveness of staff development activities.

iv. Linking school-specific development and ensuring the

sharing and dissemination of good practices.

6.4 Quality Assurance Office

i.   The Quality Assurance Office (QAO) shall evaluate its provision by verbal feedback from others and self-assessment and will review practices within the section to ensure standard performance.

ii. An annual report of the activities of the office shall be submitted to the Quality Assurance Committee and the committee shall make recommendations to Management.

iii. Regular Quality reviews and audit shall be performed by the QAO on all activities.

iv. Monitor initial and continuing professional development activity that enables staff to meet agreed national teaching standards established in the standards framework and build a record` of attainment against those standards.

v.   Identify, disseminate for implementation of good practices in teaching in higher education.

vi. Designs and provides training programmes for new staff for events such as learning and teaching, conferences and staff seminars.

vii. Develops and coordinates networks and their related processes and products such as publications, websites and events in order to share information, resources and promote best practices in staff learning and development aimed at underpinning staff work with students learning development.

viii. Researches into learning and teaching in Higher Educa-

tion to inform the University of best practices and pro-
cesses and to make significant recommendations for the
enhancement of teaching and learning experience.

7.0 RECRUITMENT

All recruitment shall be done according to what pertains in the
University's Statutes.

8.0 INDUCTION

Starting a new job requires a friendly and supportive environment
and Takoradi Technical University shall seek to provide this.
There shall be several aspects to induction as follows:

    i.   Every new staff, regardless of function or faculty/depart-
ment/section/unit, shall receive systematic induction,
which shall enable the newly employed staff to become
fully oriented in his/her respective jobs in the shortest
possible time.

    ii. Every new staff shall be received by the HR and personal-
ly presented to the Head of his/her Faculty/Section, to be
welcomed and introduced to colleagues.

    iii. The HR in collaboration with Sectional Heads or a dele-
gated officer, and his/her supervisor within a month, start-
ing from the day she or he assumes duty, shall schedule
every new staff for induction.

    iv. There shall be a probationary review procedure and unit
mentoring system to provide additional support and guid-
ance for new staff.

9.0 PROBATIONARY PERIOD

All staff employed shall be on probation for a period of one (1) year and appraisal conducted by HR department before confirmation is done.

10.0 TRAINING AND DEVELOPMENT

Takoradi Technical University recognises that effective training and development shall benefit the individual and the Institution, and contributes to the achievement of the University's objectives.

Training and development can be defined as 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 involvement in various projects, participation in training courses, conferences or seminars, visits to other Technical University's, work shadowing, formal study, coaching and mentoring.

This policy is a strategic framework designed to serve as a guide and shall be executed and administered in all Faculties/Departments/Sections of the University. The training and development framework shall include the following:

   i. Planning programmes for all job levels designed to support the University strategies, action plans, human resource planning processes, and any other present and future training and development needs;

   ii. Initiating properly planned programmes, recording and reviewing outcomes to improve training methods and maximising benefits on resources devoted to training and development. Inter alia, it shall involve a systematic and cost-effective training and development approach that

utilizes outsourced and in-house training and development programmes.

iii. With respect to delivery of all training and development activities, the following techniques shall be employed:

   a. Conducting training and development needs assessment; adopting cost-effective methods for procurement and/or development of training materials or programmes in line with the identified needs which should be evaluated from time to time according to laid down criteria.

   b. Ensuring attendance to and/or execution of training programmes according to training plans/schedules.

   c. Evaluating training outcomes in terms of trainee reaction, learning, practical application and results achieved.

   d. Reporting to Management on training interventions.

iv. Providing advice and assistance on training activities, and offering administrative and operational coordination for the training process and programmes.

v. Designing and identifying training schedules annually based on the individual and the University's training needs to be catered for in the annual budgets for the various departments.

vi. Developing work-related training programmes in which the results are measurable against pre-determined objectives. These results, where possible, shall be expressed in cost/benefit terms.

v. Developing a Workplace Skills Plan annually for the Human Resources based on the training programme designed for each financial year and.

viii. Facilitating Peer Observation of Teaching (POT) in the University to enhance the quality of teaching and encourage evaluation of practice. R**efer to Peer Observation Policy.**

10.0 SPONSORSHIP PRE-QUALIFICATION

Staff who are eligible for sponsorship/ study leave with pay shall be informed and must satisfy the under listed criteria.

10.1 Staff must have served the University for a mandatory period for at least three (3) years to qualify for sponsorship.

10.2 Staff who had recently been promoted based on self-sponsorship must serve the University for a minimum of fifty percent (50%) of the programme duration.

10.3 Staff must have satisfactorily served fully any bond period on any previous sponsorship.

10.4 Staff must know that there shall be no sponsorship for those who have attained the age of fifty (50) years and above at the time of enrolment/ application for assistance to read PhD programmes.

11.0 SPONSORSHIP BONDING

S/N	SPONSORSHIP TYPE	PACKAGE DEFINI-TION	NO. YEARS OF BONDING
1.	Study leave with full sponsorship International students	Payment of full salary, tuition fees, accommo-dation and air tickets	Duration of approved programme + 1 year after completion
2.	Study leave with full sponsorship Local studies	Payment of full salary, tuition fees, accommo-dation and transpor-tation allowance per semester (beginning and end)	Duration of approved programme + 1 year after completion
3.	Study leave (sandwich, distance, weekend modules) with spon-sorship	Payment of full salary, transportation, accom-modation and tuition fee	Duration of approved pro-gramme
4.	a. Approved Study leave without sponsor-ship b. Approved Study leave under special arrangement without sponsorship	Payment of full salary only Same	50% years of duration of approved Same

NB: This only applies to the University's internal sponsorship.

Notes:

1. Stipend (living expense).

2. Allowance for Travel and Transport (as per government

approved kilometric rate).

12.0 THESIS, RESEARCH AND CONFERENCE GRANTS

12.1 The approved rates of the Research and Conference Committee for Thesis Grants shall apply for First Degree, Second Degree (Masters) and PhD.

12.2 Research Grants shall be evaluated by the Research and Conference Committee and fifty percent (50%) of the total cost shall be reimbursed.

12.3 The institution shall sponsor staff who have paper(s) to present at conferences. The institution shall bear fifty percent (50%) of the total cost of the conference.

13.0 OBLIGATION OF THE UNIVERSITY

i.   The University shall be committed to honouring its part of the contract.

ii.   The Human Resource Department shall request in writing the annual progress report from the institution of study and staff involved.

14.0 RETIREMENT

The statutory age of retirement is 60 years. The University may, in exceptional circumstances, when a staff applies for an extension of service consider such application as it may deem fit. Refer to the University's Statutes.

A staff member shall be eligible for the appropriate category of

sponsorship/study leave if he/she on completing the programme of study would be able to serve the bond thereof before he/she attains the statutory retiring age of 60 years.

15.0 BUDGET / FUNDING

Faculties/Departments/Units/Sections shall allocate budget for Staff Development from the funds under their control. The minimum provision shall be a proportion of the budget as established in the University budget parameter annually.

There is a variety of sources of staff development resources within the University including Central Government support, central budgetary provisions, academic institutions, among others.

16.0 IMPLEMENTATION

i. There shall be annual University Training and Development Programmes designed to address Strategic Plan needs, accessible by all staff.

ii. There shall be an annual forward plan for quality enhancement proposed by the collective collaboration between QAO and HR Department for approval by the Academic Board.

iii. A wide range of development approaches shall be adopted across the University including further study for qualifications, internal and external conferences, training, secondment, work shadowing and work based learning.

iv. Several delivery methods shall be employed to ensure that staff development is provided in a flexible and cost effective manner, including interactive workshops, open

and on-line learning, coaching and technology-assisted learning.

v. In order that the University may promote and provide efficient and high quality learning and research environment, in line with the University's Vision, Mission and Strategic Plan, all staff shall be involved in a continuous process of review and professional development. This shall be implemented through the University staff development review scheme.

17.0 MONITORING AND EVALUATION

This is fundamental to the management of the training and development provisions of the University. All staff have the responsibility for feedback processes which are essential to every policy, and those at the helm of affairs need to monitor the process in the following ways:

i. The Head of Personnel/HR and Staff Development Board shall oversee the implementation, monitoring and evaluation of this policy. Reports produced should be relevant for the management and groups of common interest.

ii. It is the responsibility of Sectional Heads to evaluate the impact of learning on personal and professional development within their respective sections.

iii. Sectional Heads shall oversee the management of staff induction and training.

iv. Sectional Heads shall produce annual evaluation reports on the previous year's staff development programme on a confidential basis to the HR, in order to

monitor previous programmes.

v.   Each member of staff is encouraged to maintain a personal development plan which details the specific development programmes he/she has undertaken and incorporating important information on individual short and long term goals.

vi.   The HR, in collaboration with Management Team Periodically reviews and updates the University's staff development policy and its implementation.

18.0 COMMENCEMENT

This policy document shall take effect from a date of approval by the University Council and shall replace any existing policy or references to Staff Development at Takoradi Technical University, except where such references complement the intentions of this policy documents.