



KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

HUMAN RESOURCES TRAINING AND DEVELOPMENT POLICY

REVISED EDITION

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FOREWORD FROM THE PROVOST



Welcome to Kilimanjaro Christian Medical University College (KCMUCo), Kilimanjaro, Tanzania. KCMUCo was founded by the Evangelical Lutheran Church in Tanzania (ELCT) as a constituent College of Tumaini University (TU) starting with the Doctor of Medicine Programme.

The College was granted a Charter in 2010 and adopted the new name of Kilimanjaro Christian Medical University College (KCMUCo) and abandoned the former name of Kilimanjaro Christian Medical College (KCM-College). The College offers a unique integrated Doctor of Medicine (MD) programme, clinically and community oriented, and student-centred learning curriculum. Since its inception the flagship of the College has been Medicine, Nursing, Rehabilitation Medicine and Health Laboratory Sciences.

This Policy represents our best effort to formulate guidelines that underscore and promulgate the College Vision and Mission. The College understands that, the level of staff morale and staff productivity depends on human resource policies that are well conceived, clearly stated, and consistently applied.

The policy's aim is to achieve both the reality and the perception of fairness in treatment of all members of the KCMUCo community. We believe this policy gives us the necessary framework for accomplishing this aim.

The success of this policy depends upon the knowledge of the policy contents, committed to fair and consistent administration and its interpretation, quality of staff interaction and the soundness of judgment used by our Deans, Directors, and Supervisors in dealing with their subordinates and associates.

We must carry out this policy with consistency, sensitivity, and good common sense. It is also important to remember that we are an educational institution with a clear vision of teaching, research, and development of health professionals who influence society through dignified health care delivery to promote the love and compassion of Christ.

The KCMUCo therefore, desires to maintain a competent, stable, and diverse work force that is well informed in matters affecting employment. The KCMUCo also seeks to promote employees' opportunity for growth, expression of ideas, and work satisfaction through an atmosphere of appreciation and recognition of their contributions.

Prof. Egbert Kessi

PROVOST

Kilimanjaro Christian Medical University College

ACKNOWLEDGEMENT

This policy was prepared based on the significant contributions received from various staff, particularly from Human Resources Office, Deans and Directors.

We also express our deep appreciation to the Provost and Office of Deputy Provost Administration for the support given while developing this policy.

Their valuable inputs which were used to enrich the content of this policy are highly appreciated.

ABBREVIATIONS AND ACRONYMS

CPD	Continuing Professional Development
CPE	Continuing Professional Education
DPA	Deputy Provost Administration
DPAA	Deputy Provost for Academic Affairs
ELCT	Evangelical Lutheran Church in Tanzania
KCMU-College	Kilimanjaro Christian Medical University College
KCM-College	Kilimanjaro Christian Medical College
TNA	Training Needs Assessments
TU	Tumaini University

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HUMAN RESOURCES TRAINING AND DEVELOPMENT POLICY

1.0 PREAMBLE

The **Kilimanjaro Christian Medical University College** recognises that its human resources are fundamental to its success; therefore, it is important to encourage and support employees in professional development activities that are related to their employment. It is also recognised that the success of this College depends on all employees, whatever their role, having the relevant skills, knowledge and competencies.

A strategic, professional approach to human resources development will help the College to attract and retain high-calibre staff with the skills and competencies necessary to deliver its objectives.

The College further recognises the responsibility to enhance its employees' opportunity to develop skills and abilities for full performance within their positions and for career advancement within the College. Faculties, Directorates, Institutes, Departments and the Human Resources Office have a responsibility to assist in the professional and personal development of the employees.

The College also acknowledges that as an educational provider it has a responsibility to support and encourage the development of its staff, and recognises that staff development can play a critical role in building the capability of its workforce.

In the above context the College is committed to:

- a). Promoting a culture of learning that nurtures and encourages continuous learning in the workplace to meet the changing demand of the jobs;
- b). Ensuring that human resources are trained and developed in compliance with Government and College regulatory requirements and as a strategy for skills development and employment equity;
- c). Using education and training prudently and systematically in motivating individuals into excelling while fulfilling their potential talents for the mutual benefit of the employees and the College as well.
- d). Providing employees with training and development opportunities to ensure that individuals and departments are able to contribute fully to the achievement of departmental and College objectives in the context of the College's Strategic Plan.

2.0 DEFINITION OF KEY TERMS

2.1 Human Resources Training

Training may be described as an endeavour aimed at improving or developing employees' additional competencies or skills in order to increase their performance or institution's productivity.

Training may also be defined as 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.

2.2 Human Resources Development

Human resource development, also known as staff or employee development is a joint initiative of the staff/employee as well as the employer to upgrade the existing skills and knowledge of an individual. Employee development goes a long way in training, sharpening the skills of an employee and upgrading his existing knowledge and abilities. In short, it involves developing the knowledge, skills, and competencies of staff in order to improve the effectiveness and efficiency of both the individual and the College.

2.3 Human Resources Training and Development

Training and development are closely interrelated terms that aim to help in achieving the objectives of an organization while at the same time increasing the efficiency and productivity of the employees.

Human resources training and development is an attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge.

Though similar in a broader sense, they are slightly different. Whereas training is imparted so that an employee understands his roles and responsibilities and learns to perform the tasks entrusted to him with ease and with efficiency, development of an employee is an ongoing process which continues beyond training. The focus of development process is the person himself where the focus of training is the organization. Development concerns with making the employee efficient enough to handle critical situations in future; it involves perfecting employee's existing skills as well as teaching how to become more productive and effective at work. Training concentrates on short term needs of the organization and it is task oriented. On the other hand, development looks after long term goals of the organization.

3.0 PURPOSE

The purpose of this policy is to provide guidelines for administering employees' training and development at the Kilimanjaro Christian Medical University College; it shall be read in conjunction with the College Staff Regulations and Conditions Service.

3.1 Objectives

3.1.1 The objectives of the policy are to:

- a) Uphold the vision and mission of the College.
- b) Spell out modalities of professional training for academic, administrative and technical staff in areas deemed necessary for the operations of KCMU-College activities.
- c) Ensure rational and optimal use of resources available for Human Resources training and development.

- d) Ensure the integration and uniformity of all Human Resources Training and Development initiatives, practices and processes.
- e) Enhance employees' job satisfaction, employability and advancement.
- f) Ensure that all employees are supported and encouraged to acquire and develop the relevant knowledge, skills and competencies to enhance their performance in their current role and, where they are involved in succession planning, for their next role within the College.
- g) Assisting employees to develop the skills to respond effectively to internal and external demands.
- h) Ensure that there are appropriate controls in place to enable all employees to be trained at the levels appropriate to their role, in order to ensure the College is compliant with respect to its statutory and legal obligations.
- i) 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.

3.1.2 On the other hand, the objectives of training and developing employees are:

- a) To develop the skills and knowledge of the employees so that they can perform their duties effectively and efficiently.
- b) To improve the quality of work done by employees.
- c) To enhance employees' growth by improving their performance.
- d) To prevent obsolescence, i.e., to make employees up to date with new technology.
- e) Bridging the gap between planning and implementation so as to achieve the College's targets efficiently and effectively.
- f) To increase individual employee's performance as well as the College's general performance.
- g) To assist new employees to get accustomed to methods of working, new technology, the work culture of the College, etc.

3.2 Principles of the Policy

The following principles shall guide this Policy:

- a) Demand driven;
- b) Value for money;
- c) Professionalism;
- d) Transparency; and
- e) Equity and equality.

4.0 SCOPE

This policy shall apply to all full time employees of the College, and will embrace all forms of training and development activities including personal study, e-learning, internal or external long courses, workshops, seminars, induction and orientation. KCMU-College shall support individuals through a variety of means within the prevailing budgetary provision and identified organizational needs.

Training and development activities which have no direct relevance to the individual's role, core skills/competencies or objectives of the College are not within the ambit of this policy; such training shall also not be considered for promotion.

5.0 TRAINING AND DEVELOPMENT STRATEGY

5.1 Training and development plans and programmes for all job levels shall be aligned with the College's Vision, Mission, goals, Strategic Plan, action plans, human resources planning process, as well as any other present and future training and development needs.

5.2 Training and development shall commence with the initial appointment of new employee and continue as long as the employee is employed in the College. Existing employees shall be drawn into the training process in accordance with priorities established by way of a structured analysis of training needs.

5.3 All training and development activities must be work-related, and shall involve training needs analysis and coordination across the College, to ensure that organisational priorities are taken into account, and that duplication of effort is avoided and economies of scale are achieved.

6.0 STAFF TRAINING AND DEVELOPMENT COMMITTEE

6.1 The College shall establish Staff Training and Development Committee for the purpose of ensuring that the above-mentioned responsibilities are properly executed; and helping to create opportunities for staff to develop their skills and growth of their careers within KCMU College.

6.2 With regards to capacity building, the Staff Development Committee will assist in coordinating and ensuring an integrated approach to effective and goal oriented training and development interventions in the College. The Committee shall facilitate equal access to training and development opportunities by staff.

6.3 The Committee shall be composed of the representatives of all departments.

6.4 The Chairperson of the Committee shall be the Provost. However, may delegate such powers as shall be deemed necessary.

6.5 Meeting shall be held on quarterly basis, unless otherwise decided.

6.6 All recommendations made by this committee shall be submitted to the Staff Appointment and Development Committee for final decision.

6.7 The functions of the committee shall be:

- a) Assessing and monitoring training needs of the College employees.
- b) Assisting in prioritizing the identified departments training needs.
- c) Reviewing, monitoring and making recommendations on employment and training practices in order to achieve relevant objectives and targets of the College.
- d) Evaluation of employment decisions, promotions, transfers, skills development, disciplinary and grievance procedures with regard to training.
- e) Overseeing ongoing communication and feedback on all matters relating to equity, discrimination and affirmative action in employment and training practices.
- f) Assessment and evaluation of the Workplace Skills and Employment Equity Plans.
- g) Assessment and evaluation of the effectiveness of training.

- h) Making recommendations on allocation of training funds to departments.
- i) Formulation and reviewing of training and development policies of the College.
- j) Acting as a bridge between the Department of Human Resources, and other departments in matters relating to skills development.

7.0 TYPES OF TRAINING

7.1 Induction Training

Newly recruited employees, regardless of function or department/section, shall be given induction training in order to enable them to have a smooth entry into the new environment and familiarize them with the College procedures relating to their respective jobs. Induction training shall be conducted by either the Human Resources Management unit/section and/or the respective Heads of Departments, Faculties, Directorates or Institutes where the new employees shall be placed and assigned duties, within one month, starting from the day she or he assumes duties.

7.2 In-Service Training

7.2.1 In-service training is a type of training that is given to employees during the course of employment. The objective of in- service training is to impart skills, knowledge and to modify attitude of an employee or officer in the work place in order to improve her/his competency. In-service training includes long-term and short-term courses, seminars, workshops and conferences.

7.2.2 A staff member, being trained at her/his workplace, shall not be entitled to compensation in respect of travelling and/or subsistence costs.

7.2.3 A staff member, who receives training at a place other than her/his workplace, will be entitled to travelling and subsistence costs in accordance with the rates and conditions applicable, provided that should it be more advantageous to the College for the staff member to travel between her/his place of residence and the training venue daily, arrangements will be made accordingly.

7.2.4 If a staff member of the College attends external courses, workshops, conferences, or seminars that are not presented by a College employee and or not in the College premises, the prevailing travelling and subsistence rates as applicable to the individual concerned shall be paid in accordance with the standard procedure in this regard.

7.2.5 If the College arranges training and development activities that are exclusively intended for College employees, any travelling and subsistence costs that might result from that shall be settled directly by the College.

7.2.6 Attendance of all courses, workshops, conferences and seminars shall be recommended by the Departmental Head, Human Resources unit/section, and approved by the Provost or a delegated person.

7.2.7 The University may, from time to time, require that an employee be subjected to training of short duration in a particular field of study in order to acquire specific skills. If such training is conducted by an institution other than the University, the following conditions shall apply: -

a). The University must undertake to pay for all costs incurred for registration, books or modules, tuition fees and accommodation.

b) Clause (a) above shall apply provided the following conditions are met: -

- i). the duration of the course does not exceed one month;
- ii). it is a result of a skills audit and/or Performance Management System;
- iii). the Head of Department concurs that the course would be to the advantage or benefit to the College and the employee concerned;
- iv). the training is relevant to the employee's day-to-day functions;
- v). the employee is not registered for other formal studies of a similar or extended duration.

7.3 Continuing Professional Development / Education

Continuing Professional Development (CPD) or Continuing Professional Education (CPE) is a structured approach of learning that helps employees to continually update their knowledge and skills in order to remain professionally competent and achieve their true potential. It aims at improving personal performance and enhancing career progression as well as maintaining and improving standards of competence and professionalism. It is a dynamic process and may be achieved through participation in formal coursework and professional experience, collaboration, mentoring, participation in activities of professional organizations, and independent study and research.

CPD/CPE may include formal and informal, internal or external professional development activities such as formal short courses of study, seminars and conferences, work-based activities, professional associations or network forums, and full-time or part-time classroom study.

The College acknowledges that continuing professional development contributes to personal job satisfaction, workplace productivity, reward and recognition. Therefore, Employees are encouraged to actively pursue their professional and career development in order to increase their professional knowledge, skills and personal qualities necessary for the appropriate execution of their professional and technical duties.

7.4 Exchange Programmes

KCMU-College shall establish links with other similar institutions and, whenever possible, arrange to send her employees for visits, study tours and attachments to enable the staff learn new skills, experience and attitudes. The same can be arranged for employees from other organisations to come to KCMU-College.

8.0 COLLECTIVE/SHARED RESPONSIBILITIES IN TRAINING AND DEVELOPMENT

Responsibility for professional training and development shall extend to all levels of the organization. It is the joint responsibility of the individual staff, Heads of Departments, Faculty Deans and Directors of Directorates/Institutes and other providers of training and development.

8.1 Responsibilities of KCMU-College Management

8.1.1 The responsibility for the training and development of human resources shall be vested in the Deputy Provost Administration (DPA) who shall work jointly with the Deputy Provost for Academic Affairs (DPAA), Heads of Departments, Faculty Deans and Directors of Directorates and Institutes, to foster a culture of continuously improving knowledge, experience, skills and attitudes among its staff to meet the changing demands of their jobs.

8.1.2 Ensure that mechanisms are in place to facilitate the continuing professional development of all staff.

8.1.3 The KCMU-College Management shall be responsible for identifying, creating, and providing opportunities for professional training and development to enhance and build the capacity, skills, excellence, and professionalism of employees to enable them to contribute effectively and creatively to the College's vision and mission.

8.1.4 Conduct Training Needs Assessments (TNA) as a basis for the design and annual updating of Training and Development programme.

8.1.5 Commit itself to facilitation of staff training and development for all categories of employees.

8.1.6 Solicit funds from various local and external sources in order to ensure sustainability of Training and Development Programme.

8.1.7 Support individual staff's efforts in seeking opportunities for training.

8.1.8 Recognize and reward staff development.

8.1.9 To ensure vertical staff training and development as opposed to the Horizontal training and development.

8.2 Responsibilities of Deans, Directors and Heads of Department/Unit

The heads of the different faculties, directorates, institutes and departments/units, through Annual Staff Performance Appraisal shall do the following:

8.2.1 Ensure that College staff have the required level of knowledge and skills to fully perform their roles.

8.2.2 Encourage staff to develop their skills and professions within their current roles. Create learning culture by providing opportunities to learning, and administer on-the-job training.

8.3 Responsibilities of Human Resources Management Unit

The Human Resources Management Unit shall be responsible for:

8.3.1 Maintaining and updating the status of staff Training and Development.

8.3.2 Coordination of training and development programmes.

8.3.3 Assisting the Deputy Provost for Administration, Deans and Directors in sourcing of resources for staff training and development.

8.3.4 Ensuring all KCMU College staff are aware of the HR Training and Development Policy so that they know their rights and obligations.

8.3.5 Providing appropriate in-house induction and orientation program for all new staff within a reasonable time after their initial appointment.

8.3.6 Assisting employees in achieving training objectives.

8.4 Responsibilities of Individual Employee

8.4.1 Employees shall take a full responsibility for their own self-development by identifying relevant training programmes.

8.4.2 Individual employees are responsible for assessing their job related skills and knowledge, for maintaining a high level of performance throughout their employment, and for seeking approval, by the relevant College Authorities, for appropriate professional development and training opportunities in consultation with their heads of department/unit.

8.4.3 Individual employees have a responsibility to keep themselves informed about developments in their own field or area of work. They should give thought to their own training and development needs and career aspirations and be prepared to devote time and energy to meeting those needs.

8.4.4 Every employee shall apply the acquired knowledge and skills for the betterment of KCMU-College.

9.0 STUDY POLICY

9.1 This policy is a framework designed to afford the personnel of KCMU College the opportunity to develop themselves in a formally structured way on the basis of identified requirements in the interest of the College, in order to be able to cope satisfactorily with present and future allocated duties.

9.2 The College supports the continuous development of its employees. However, the operational requirements of the College and relevance of the studies concerned to the department shall always be the primary concern.

9.3 Employees who wish to undertake a study course towards obtaining a work related qualification, a degree or equivalent qualification must first obtain approval from the Staff Development Committee through the department head.

9.4 The College shall consider each individual case upon application to ensure that the studies an employee wishes to pursue are in the interest of the College.

9.5 Eligibility for Tuition Fee Exemption:

9.5.1 Employees admitted to a programme at KCMU College shall qualify for tuition fee exemption after a minimum of two years of continuous service with the College.

9.5.2 Legal dependents of staff members shall qualify for tuition fee exemption when admitted to a programme at the College after the employee has also served the College for a minimum of two years of continuous service.

9.5.4 Members of staff who have not yet spent two years of continuous service with the College may register on a full paying basis for the first two years and will be exempted payment of fees in their third year.

9.6 Study and Examination Leave

9.6.1 Study leave with full pay on the basis of one-day study leave for every day on which the employee has to sit for an examination may be granted, provided that in the opinion of the head of department: -

- a). it has the object to better equip the employee concerned for a career in the College.
- b). it is in a field of study which is in full or in part in the interest of the College.

9.6.2 Study leave with full pay equal to the number of days on which the employee sits for an examination may be granted to the employee to enable her/him to prepare herself or himself for the examinations.

9.6.3 In all the above cases, an examination time-table must be submitted to the Head of Department at least three weeks prior to writing of first paper, or one month if the period of absence will be more than two weeks, unless there are factors beyond the employee's control, for example, late issue of timetable by the institution.

9.6.4 If the granted study leave precedes and succeeds a day of rest (week end or holiday) or two or more consecutive days of rest, such day or days of rest, must be included when calculating the number of study leave days which may be granted to the employee.

9.6.5 An employee who studies part-time or by means of correspondence at a recognised educational institution and who, as a result of her/his studies, is required to be absent from her/his place of work, may be released from duty and be granted a study leave on full pay on the basis of one-day study leave on full pay for every day of vacation leave taken. Thus she/he shall take half of the days as vacation leave, and the remaining half will be granted to her/his as study leave with the College approval (50/50 basis).

9.6.6 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 and sitting for such examinations.

10.0 OPERATIONAL GUIDELINES

10.1 General

10.1.1 This Policy shall be implemented in line with the accompanying operational guidelines as well as relevant provisions contained in the College's Staff Regulations and Conditions of Service, Schemes of Service, College Strategic Plan and other related documents.

10.1.2 All members of staff, development partners, stakeholders and the respective Staff Performance Appraisal Committees shall abide by the provisions of this policy and the accompanying Operational Guidelines in handling all the human resource training and development matters of the College.

10.1.3 Staff training and development shall be an ongoing process of an employee's career due to changing markets, products and technology.

10.1.4 The below listed operational guidelines provide the context and procedures for the different types of employees training and development activities:

a). All full time employees shall be entitled to attend academic, professional, and work place skills training programmes and shall be allowed to attend/take up development opportunities, wherever possible.

b). The Training and Development needs of the College shall always take precedence over those of the individual.

c). Depending on the availability of funds and relevance of study programmes, the College shall support staff training and development through long-term and short-term programmes.

d). Long term training will normally be considered for an employee who has been confirmed in employment and/or who has completed at least two years of service since first appointment.

e). All members of staff must obtain permission to attend all and any type of training programme of any duration, whether locally or abroad, and irrespective of the source of funding; and thereafter, maintain contact with the College Management, during and after the training period. Employees who wish to take study leave shall apply to the Provost through their immediate supervisors and respective Deans/Directors with details of the course for which they wish to study including all training costs. If the College Management, 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 vacancies.

f). The College shall support staff who pursue training within Tanzania. The College shall not support overseas trainings unless in extenuating circumstances particularly where the respective training is not offered within the country and there is shortage of academic staff in the respective department.

g). Without prejudice of paragraph "f" above, the College shall not bar staff to pursue his/her studies overseas if he or she secures an alternative funding.

10.2 Training and Development Programme

10.2.1 Training and development needs shall be assessed by Heads of Departments, Deans or Directors, who shall also propose the type of training/development required, when it should be done, and identify who should attend. Training and development needs assessment form shall be in the format set out in **Appendix I**.

10.2.2 The Human Resources Department shall prepare a training programme of the College by consolidating the information from the different Departments, Faculties and Directorates. Such Training Programme shall also show the costs involved.

10.2.3 The training programme shall have the approval of the appropriate authorities before its implementation. This applies also to any changes to be made after the training programme has been approved.

10.3 Training and Development Costs

10.3.1 Training and development costs may be fully borne by the College or on a cost-sharing basis depending on the actual amount of the required fees. This means that KCMU-College may pay some of the costs of training, while the employee pays the balance.

10.3.2 Sponsorship / financial support by the College shall be granted to staff employed on permanent terms, who have completed at least two years from the date of employment or from the previous studies. This guideline shall not apply to Tutorial Assistants and Assistant Lecturers, who may be trained immediately upon employment, if funds are available.

10.3.3 Employees under probation and those with five (5) years or less before retirement shall not be sponsored by KCMU College to undertake long courses.

10.3.4 Training costs that may be paid by the College shall include the following:

a) Direct costs payable to respective Universities/Colleges:

- (i) Tuition fees
- (ii) Registration fee
- (iii) Examinations fee
- (iv) Special Faculty requirements

b) Indirect costs (payable to the student):

- (i) Books
- (ii) Stationeries
- (iii) Dissertation/Thesis production, if applicable
- (iv) Research Costs
- (v) Conference and Seminar Costs
- (vi) Accommodation

10.3.5 Study Loan: Employees may also apply for study loan, of which, if granted, shall include both direct and indirect costs listed under subparagraph 10.3.4. The College shall approve study loans subject to an agreement entered into between the College and the employee which should specify the following conditions: -

a) The College shall pay the direct costs, as specified in subparagraph 10.3.4(a), to the respective University/College, and the indirect costs shall be paid to the loan applicant in piece-meals.

b) The total loaned amount shall be recoverable from the applicant's monthly salary within twelve to twenty-four equal monthly installments, at a minimal interest to be set by the College from time to time. The applicant must sign an agreement entitling the College to deduct such installments from her/his monthly salary.

c) The applicant must further undertake to pursue his/her studies diligently and complete the course within the specified period.

d) First priority for study loans will always be given to employees who wish to register for tertiary education. However, the nature of the job and operational requirements will take preference.

e) If an employee resigns or is dismissed before serving the College for the specified period, market interest rate shall be charged on the study loan.

10.4 Period of Training

10.4.1 An employee shall be required to pursue his/her course of study within the time stipulated at the commencement of such course. Only exceptional circumstances such as illness, etc., shall the employee be allowed longer time than that originally stipulated. In any case, if the employee fails to complete one particular portion of the course of study in two attempts he/she shall either be recalled from his/her studies or be advised to transfer to another course.

10.4.2 Employees under KCMU-College sponsorship who fail their examinations at the first sitting shall repeat that examination at their own cost (includes examination fee and other expenses related to repeating of the examination).

10.4.3 Employees shall be deemed to have successfully completed studies upon submission of original certificates and transcripts. However, in absence of original certificate/transcript, an official letter from the training institution could be used for the purposes of promotion or recognition pending submission of the certificate/transcript within a year.

10.5 Eligibility for Long-Term Training

10.5.1 Staff will be eligible for long-term training and awarded study leave under the following conditions:

a) Permanent and pensionable and have successfully completed the probationary period;

b) Served the College for three years consecutively after the appointment or return from long-term training;

c) Below fifty (50) years of age.

10.5.2 Without prejudice of section 10.5.1 above, employees aged fifty (50) years and above, may be granted study leave to pursue higher degrees or if pursuing diplomas or

first degrees in fields which will result in acquisition of skills that are classified as scarce skills, provided they will be able to serve the bonding agreement.

10.6 Academic Progress Reports

10.6.1 During the long-term training the employees undertaking studies shall submit bi-annual/end of semester academic progress reports to be used as a base by the College to continue paying their training costs.

10.6.2 Notwithstanding the provisions of the above paragraph, no training costs shall continue to be paid for any employee undertaking 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.

10.7 Bonding Agreement

10.7.1 Employees attending a **degree** or **postgraduate** studies, whether sponsored by the College or not, and have continued to draw their salary, shall upon completion of their studies, continue working under KCMU-College for a period of not less than **five (5) years** consecutively.

10.7.2 Employees attending a **certificate** or **diploma** course, whether sponsored by the College or not, and have continued to draw their salary, shall upon completion of their studies, continue working for KCMU-College for a period of not less than **three (3) years** consecutively.

10.7.3 Employee who wish to quit the employment on his/her own reasons before such period of five or three years after completion of studies, shall be required to reimburse to the College 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/three years that he/she will be required to stay with the College after completion of studies.

10.7.4 Employee who successfully completes a training programme lasting at least **nine months** shall be eligible for permission and/or sponsorship to another programme after serving the College for the bonded period.

10.8 Salary While on Training

The College will continue to pay salaries for the whole period in which an employee will be absent from duty attending studies, based on the following terms and conditions:

10.8.1 An employee attending long-term training on **full time** basis and has been **fully sponsored** by the College shall be paid **70%** of his/her basic salary.

10.8.2 An employee attending long-term training on **full time** basis and has been **partly sponsored** by the College (i.e. on cost-sharing basis), shall be paid **80%** of his basic salary.

10.8.3 An employee attending long-term training on **full time** basis and has been **self or privately sponsored**, shall be paid **100%** of his basic salary.

10.8.4 An employee attending long-term training on **part-time** basis and is **wholly sponsored** by the College shall receive his normal remuneration, but will be bonded accordingly.

10.8.5 An employee attending long-term training on **part-time** basis and is **self or privately sponsored** shall receive his normal remuneration, and shall not be bonded.

10.8.6 Regardless of sponsorship status, an employee who attends **modular** training programme shall also receive his normal remuneration and shall not be bonded because most of time he will be in the office.

10.9 Annual Increments and Promotion

10.9.1 An employee attending studies will remain eligible for annual increments, when due, subject to good conduct and satisfactory progress in his/her course.

10.9.2 Employees who have successfully completed two (2) years or more first degree or postgraduate degree will be awarded two salary increments if the award does not qualify them for promotion or re-categorization to another cadre.

10.9.3 Employees who have successfully completed a certificate or diploma programme taken within a minimum of nine (9) months will be awarded one salary increment if such qualification does not qualify them for promotion or re-categorisation to another to cadre/post.

10.9.4 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.

10.9.5 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.

10.10 Training Budget and Sources of Funds

10.10.1 The College Management shall decide in every financial/academic year the number of employees to be sponsored and programmes to be included, based on the following criteria:

- a) Availability of funds for training and development in that particular year.
- b) Departments with more serious shortage of employees will be given high priority for sponsorship.

10.10.2 The training costs will be paid from the budget for training and development.

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

10.10.4 The College Governing Board in collaboration with Faculties, Directorates and Institutes shall be responsible in soliciting funds from various sources such as:

- a) Donor Agencies
- b) Training funds from the Government
- c) Financial Institutions
- d) Higher Education Students Loan Board
- e) Any other sources as deemed fit for example capacity building funds from various projects available within the College.

11.0 ADOPTION

This Human Resources Training and Development Policy was adopted by the College Governing Board during its meeting held on **Friday, 14th July 2017**.

KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE
(A Constituent College of Tumaini University Makumira)

Identification of Employee Training Needs

1.0 Personal Particulars:

- 1.1 Full Name: _____
 1.2 Date of Birth: _____ Male / Female: _____
 2.3 Post/Designation: _____
 2.4 Date of First Appointment: _____
 2.5 Department/Unit/Faculty: _____
 2.6 Professional Qualifications:

Qualifications (Cert/Dip/Adv. Dip/Degree)	College/University)	Date/Year Obtained

2.0 Duties and Responsibilities:

Brief summary of your duties/responsibilities:

3.0 Type (s) of Training required (Short-term or Long-term):

3.1 Short-term Training:

a) Continuing Professional Education: _____

b) Seminar/Workshop/Conference: _____

c) Other: _____

d) Duration of the training: _____

e) Aim (s) of the training: _____

e) Institution conducting the training:

Name: _____

Address: _____

Venue: _____

f) Costs for the selected training:

i) Fees: _____

ii) Per Diem: _____

iii) Transport: _____

iv) Accommodation: _____

v) Other (specify): _____

g) Sponsor:

(i) Self-sponsored: YES/NO: _____

(ii) KCM-College: YES/NO: _____, If yes,

full sponsorship: YES/NO: _____

partial sponsorship: YES/NO: _____, if yes, explain: _____

3.2 Long-term Training:

a) Certificate (one year): _____

b) Diploma (two years): _____

c) First Degree (three – five years): _____

d) Postgraduate Diploma (one year): _____

d) Masters Degree: _____

e) PhD: _____

f) Aim (s) of the training:

g) Institution conducting the training:

Name: _____

Address: _____

Venue: _____

h) Costs for the selected training:

i) Fees: _____

ii) Per Diem: _____

iii) Transport: _____

iv) Accommodation: _____

v) Books: _____

vi) Stationery: _____

vii) Other (specify): _____

4.0 Why do you need the training? Mention advantages of the training to you as an employee and to KCMU College as an employer.

Employee's Signature: _____ Date: _____

5.0 Recommendations / Comments by Head of Department/Dean/Director:

Name: _____ Signature: _____ Date: _____

6.0 Recommendations / Comments by Approving Authority (Provost or Deputy Provost Administration):

Name: _____ Signature: _____ Date: _____