KILIMANJARO CHRISTIAN MEDICAL UNIVERSITY COLLEGE

(A Constituent College of Tumaini University Makumira)

HUMAN RESOURCES TRAINING AND DEVELOPMENT POLICY

SEPTEMBER 2023

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Scope of Policy	All Units of the University

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
KCMUCo -   Kilimanjaro Christian Medical University College
KCM-College -   Kilimanjaro Christian Medical College.
KPIs   Key Performance Indicators
M&E   Monitoring and Evaluation.
TNA   -   Training Needs Assessment
TUMA   -   Tumaini University Makumira
STDC   -   Staff Training and Development Committee
TNA   -   Training Needs Assessment
ROI   -   Return On Investment.

FOREWORD

Welcome to Kilimanjaro Christian Medical University College (KCMUCo), Tanzania, and let me introduce you to the KCMUCo Human Resources Training and Development Policy. As an esteemed institution dedicated to excellence in education, research, and healthcare, we recognize the crucial role that our employees play in achieving our mission. This policy is designed to outline our commitment to their growth, development, and overall well-being.

At KCMUCo, we firmly believe that investing in our employees' professional development is essential for their personal growth and the advancement of our organization. This policy serves as a roadmap to guide our efforts in providing comprehensive training and development opportunities to all our staff members.

This policy has been developed through a collaborative effort involving the Human Resources department, department heads, and senior management. It reflects our core values, strategic objectives, and the unique needs of our employees. We have also considered institutions' best practices and the evolving landscape of the healthcare and education sectors. The Human Resources Training and Development Policy aims to: -

(i) *Promote a Culture of Learning*: We encourage a culture of continuous learning and development, and empowering employees to acquire new skills, knowledge, and competencies throughout their careers. This policy outlines the various avenues available for learning, such as workshops, seminars, conferences, e-learning platforms, and mentoring programs.

(ii) *Support Professional Growth:* We are committed to support the professional growth of our employees. This policy provides guidance on individual development plans to help employees identify their career goals and create a roadmap for achieving them.

(iii) *Enhance Employee Engagement and Retention:* We recognize that engaged and motivated employees are vital to the success of our institution. This policy emphasizes the importance of providing meaningful and relevant training opportunities that align with employees' needs and aspirations. We believe that investing in our employees' development fosters a positive work environment and contributes to their job satisfaction and retention.

(iv) *Ensure Compliance and Quality*: We are dedicated to upholding the highest standards of quality and compliance in all our operations. This policy includes provisions for training programs that address requirements, and other critical areas to ensure the well-being of our employees and the communities we serve.

(v) *Continuously Improve:* We understand the importance of continuous improvement in our training and development initiatives. This policy outlines a robust monitoring and evaluation framework to assess the effectiveness of our programs, gather feedback from employees, and make necessary adjustments to enhance their impact.

This Policy is a dynamic document that will evolve over time to meet the changing needs of our employees and the College. We encourage all staff to familiarize themselves with it and engage in the training and development opportunities available to them. We are confident that this policy will serve as a valuable resource in shaping the professional growth and success of our employees at KCMUCo.

Professor Ephata E. Kaaya
PROVOST

TABLE OF CONTENTS

1.0 INTRODUCTION

1.1 BACKGROUND

The Kilimanjaro Christian Medical University College (KCMUCo) was established in 1997 by the name of Kilimanjaro Christian Medical College (KCM-College) and functioned as a constituent College of Tumaini University (TU). The then Higher Education Accreditation Council (HEAC) - now Tanzania Commission for Universities (TCU), granted a provisional registration certificate in 1998 and upgraded the College to a full registration in 2001. The College started with the Faculty of Medicine and gradually expanded to other faculties, directorates, and institute; namely, Faculty of Nursing Faculty of Rehabilitation Medicine, Directorate of Postgraduate Studies, Directorate of Research and Consultancy, and Institute of Public Health.

KCM-College transformed to University College as per Part 4 of the Universities Act of 2005 and Article 3 of the KCMUCo Charter and Rules of 2010 and the name changed into Kilimanjaro Christian Medical University College, a constituent College of Tumaini University Makumira (TUMA).

Being a higher learning institution, KCMUCo requires qualified staff with relevant skills, attitude, and knowledge to undertake its mandate of imparting relevant knowledge through quality training, research, and consultancy. Training and development will enable staff realize their full potential thereby enhancing their professional achievement and productivity.

Staff training and development plays a strategic role in helping the institution affirm its mission of being a center of excellence for higher education. To this end, training and development needs shall be articulated in terms of institutional aims and objectives.

Staff training and development at KCMUCo shall be a continuous process, requiring investment by both the individual and the College. It shall be seen as having a significant part to play in achieving and maintaining the survival and success of the College.

1.2 VISION OF THE COLLEGE
KCMUCo aspires to be a transformative Christian Centre of excellence providing evidence-based training in health with sustainable resource.

1.3 MISSION OF THE COLLEGE
The KCMUCo mission is to provide an enabling environment for innovative and quality teaching, research, and services responsive to national and global needs.

1.4 CORE VALUES OF THE COLLEGE
To realize the vision and fulfil its mission, KCMUCo shall be guided by the following values:- Love, Mercy, Compassion, Integrity, Transparency, Diversity, Creativity, Innovation, Excellence and Accountability.

1.5 PURPOSE OF THE POLICY

The purpose of this revised policy is to provide updated and comprehensive guidelines and procedures for administering employees' training and development at the Kilimanjaro Christian Medical University College. The policy provides the principles upon which the provision of staff training and development will take place; and it shall be read in conjunction with the approved College Staff Regulations and Conditions Service.

1.6 SCOPE OF THE POLICY

This Policy shall apply to all permanent and pensionable staff, and those employed on fixed-term contract. and it will embrace all forms of training and development activities including personal study, e-learning, internal or external long courses, workshops, seminars, induction, and orientation. KCMUCo 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.

1.7 POLICY OBJECTIVES

The objectives of the KCMUCo Training and Development Policy are to:
   (i)   Provide a framework for staff training and development programmes.
   (ii)   Ensure rational and optimal use of resources available for Human Resources training and development.
   (iii)   Ensure all staff have equitable access to training and development opportunities, appropriate to their roles.
   (iv)   Ensure the integration and uniformity of all Human Resources Training and Development initiatives, practices, and processes.
   (v)   Enhance employees' job satisfaction, employability, and advancement.
   (vi)   Increase staff effectiveness in teaching, learning and research.
   (vii)   Increase individual effectiveness and efficiency by encouraging and supporting staff to achieve individual and career goals.
   (viii) 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.
   (ix)   Assisting employees to develop the skills to respond effectively to internal and external demands.
   (x)   Ensure that there are appropriate controls are in place to enable all employees to be trained at the levels appropriate to their role, to ensure the College is compliant with respect to its statutory and legal obligations.
   (xi)   Help employees develop required knowledge, skills, and ability, so that they are better qualified to perform their duties or advance to more responsible positions.

In the long-term the Policy will:

(i) Ensure staff have Knowledge, Skills, and abilities to enable them to perform their duties effectively and efficiently.

(ii) Improve the quality of work done by employees.

(iii) Prevent obsolescence, i.e., to make employees up to date with new technological demands.

(iv) Increase individual employee's performance as well as the College's general performance.

(v) Enhance job satisfaction.

(vi) Provide opportunities of promotion to those who prove capable of being appointed to specific jobs in the academic, management and specialized fields.

(vii) Assist new employees to get accustomed to methods of working, new technology, and the work culture of the College.

(viii) Ensure staff development, attract recruitment and retention.

2.0 DEFINITION OF KEY TERMS

"Continuing professional development (CPD)" is the process of learning and developing new skills and knowledge throughout one's career to enhance professional competence and stay up to date with industry trends and advancements. It involves activities such as attending workshops, seminars, conferences, taking courses, reading professional literature, and engaging in reflective practices to improve professional skills and knowledge.

"Continuing Professional Education (CPE)" refers to the ongoing learning and development activities that professionals participate in to enhance their knowledge, skills, and competencies within their respective fields. It is a way for professionals to stay current with industry trends, advancements, and best practices. CPE can include attending workshops, conferences, webinars, taking courses, completing certifications, participating in mentoring programs, and engaging in self-directed learning activities. The goal of continuing professional education is to ensure that professionals maintain and improve their expertise and meet the evolving demands of their professions.

"Training" means the process of increasing the knowledge, skills, and abilities of employees for doing work. It involves activities focused on acquiring and improving specific competencies to improve performance in current jobs and positions in line with the goals and targets of the College.

"Development" means the overall growth of the employees. It encompasses education, training and development activities that are focused on personal and professional development of the staff.

Human Resources Training as an endeavour aimed at improving or developing employees' additional competencies or skills to increase their performance or institution's productivity. OR as a learning process in which people acquire knowledge, skills, experience, and attitudes *that they need to perform their jobs well for the achievement of their institutional goals.*

Human Resources 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 to improve the effectiveness and efficiency of both the individual and the College.

Human Resources 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 attempts 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.

Training Needs Assessment is a method of determining whether there is a need for training within the organization, and if there is, what type of training will fill the needs of the requirements.

3.0 POLICY STATEMENTS

(i)   KCMUCo strives to create an organisational culture where all staff strive for excellence and where development is seen as critical to the achievement thereof.

(ii)   KCMUCo 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. The success of this College depends on all employees, whatever their role, having the relevant skills, knowledge, and competencies. To do so staff must be reflective practitioners concerned with the evolving character of their work and their own development needs, engaging in life-long learning. In turn, staff must be supported through the provision of appropriate opportunities and resources, and active removal of barriers to development.

(iii)   KCMUCo also acknowledges that 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.

(iv)   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.

(v)   In the above context the College is committed to:

(a) promote a culture of learning that nurtures and encourages continuous learning in the workplace to meet the changing demand of the jobs.

(b) ensure that human resources are trained and developed in compliance with College, National and College regulatory requirements and as a strategy for skills development and employment equity.

(c) use 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) provide employees with training and development opportunities to ensure they   contribute fully to the achievement of College objectives.

4.0 HUMAN RESOURCES TRAINING AND DEVELOPMENT STRATEGY

4.1 TRAINING AND DEVELOPMENT PLANS AND PROGRAMMES

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.

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.

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

4.2 STAFF TRAINING AND DEVELOPMENT COMMITTEE

4.2.1 Policy Statement.

The College shall establish a Staff Training and Development Committee (STDC) 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 KCMUCo. The STDC shall assist in coordinating and ensuring an integrated approach to effective and goal-oriented training and development interventions and ensure equal access to training and development opportunities by staff.

4.2.2 The Composition of STDC.

The Committee shall be composed of representatives from all Faculties, Directorates, Institutes, and major administrative departments. The Chairperson of the Committee shall be the Deputy Provost for Administration (DPA) and shall be held meetings on quarterly. All recommendations made by STDC shall be submitted to the Management Human Resources and Students Affairs Committee (MHRSAC) for final decision.

4.2.3 Functions of STDC

The functions of the committee shall be to:
(i)   Formulate and revise training and development policy and guidelines.

(ii)   Identify, assess, and monitor training and development needs for College Employees

(iii)   Assist in prioritizing the identified departmental training and development needs.

(iv)   Assess and evaluate the effectiveness of training and development activities.

(v)   Provide specific directives to Head of Human Resources Management and Administration on training need assessment (TNA), training and career development to employees.

(vi)   Report quarterly to the Management Human Resources and Students Affairs Committee (MHRSAC).

4.3 TYPES OF TRAINING

4.3.1 Policy Statement.

The College shall use several approaches in facilitating staff training and development activities as follows:

 (i)   Orientation/induction programmes for newly recruited employees and internally re-deployed employees.

 (ii)   On-the-job training/job related programmes through coaching, mentoring, understudy, job shadowing, job instruction, in-house skill sharing, participating in a project or job in a new area.

(iii)   Development training such as secondment and placements/attachments or visits to other organizations.

 (iv)   Structured training such as studying towards qualifications, short courses or attending conferences, both internal and external, and management skills training.

4.3.2 Induction Training

Newly recruited employees, regardless of function or department/section, shall be given orientation/induction training to enable them to have a smooth entry into the new environment and ensure that they are acquainted with the College's vision, mission, core values, code of conduct, business activities, regulations, procedures, and guidelines.

Induction training shall be planned by HHRMA but in addition to topics related to his/her office shall invite officers from other units to orient new employees in other areas and functions of the College.

4.3.3 On-the-Job Training

Newly employed employee will undergo an on-the-job training to familiarize them with the College procedures relating to their respective jobs. On-the-job training shall also periodically and whenever necessary be offered to all employee to learn new skill(s), regulations, procedures, new professional developments, and requirements and whenever attendance at a formal training course is not appropriate or available.

4.3.4 In-house Training

This training is designed to meet specific needs and shall normally be organized at departmental level, and it shall take place within the College premises.

4.3.5 Formal Institutional Training

Where specific qualifications and skills for a particular job are required, KCMUCo shall send her staff to train in various higher learning institutions within the country and where possible outside the country.

4.3.6 Seminars, Workshops and Conferences

The College shall organize seminars, workshops or conferences or send her employees to attend such training to enable them to acquire new knowledge, skills, and experience.

4.3.7 Refresher Training / Retraining

The College shall organize or send her employees to attend refresher training or retraining programmes to acquaint them with new information, skills, developments, methods, technology, and processes required to improve their performance on the jobs.

4.3.8 Continuing Professional Development (CPD)

KCMUCo shall offered Continuing Professional Development (CPD) opportunities as a structured approach to help employees to, continually, update their knowledge and skills to and remain professionally competent and achieve their true potential. This will also contribute to personal job satisfaction, workplace productivity, reward, and recognition; and keep employees up to date on current trends and help them develop new skills and other for the purpose of advancement in their career. Therefore, employees are encouraged to actively pursue their professional and career development to increase their professional knowledge, skills, and personal qualities necessary for the appropriate execution of their professional and other duties.

The College shall support both careers related and job-related CPD activities to upgrade and improve the knowledge, skills, and abilities of the employees. CPD may include formal and informal, internal, or external professional development/education 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.

4.3.9 Exchange Programmes

KCMUCo 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 organizations to come to KCMUCo.

5.0 OPERATIONAL GUIDELINES

(i)   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 governance documents and tools.

(ii) All employees, 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.

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

5.1 TRAINING AND DEVELOPMENT PRIORITIES

The priorities for staff training and development will vary on an annual basis; and will largely reflect the progress towards targets in the College Strategic Plan. Priority will be given to training and development opportunities that: -

(i) are essential for an individual to carry out their role.

(ii) are legally required by Government Regulations and/or Registrations Boards/Councils, provide good value for money and return on investment.

(iii) are likely to significantly impact on the individual, their College/department in a positive manner.

(iv) will improve the employee's productivity in their current position.

(v) are indirectly related to the employee's job performance but may benefit the College.

5.2 PROCEDURES/GUIDELINES.

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

(i) All full-time employees shall be entitled to attend academic, professional, and workplace skills training programmes and shall be allowed to attend/take up development opportunities, wherever possible.

(ii) The training and development needs of the College shall always take precedence over those of the individual. The College shall not grant permission for an employee to undertake training and development programmes/courses that are irrelevant to its plans and needs. Where an employee goes ahead to undertake such courses, the College Management shall advise him/her to resign.

(iii) 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.

(iv) All employees must obtain permission to attend any type of training and development 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.

(v) Employees who wish to take study leave shall apply to the Provost through their immediate supervisors and respective Deans/Directors/Heads of Department with details of the course for which they wish to study including all training costs. Request for Training and Development shall be in the format set out in *Appendix I*.

(vi) 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.

(vii) 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.

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

5.3 TRAINING NEEDS ASSESSMENT

5.3.1 Purpose of Training Needs Assessment

The purpose of a Training Needs Assessment (TNA) is to identify performance requirements and the knowledge, skills, and abilities needed by the College's employees to achieve the requirements. It provides information about the skill levels and knowledge of the employees, type of training needed, who needs the training, and the best way to deliver the training.

5.3.2 Guidelines for Conducting Training Needs Assessment

(i) Training and development shall cover specific performance shortfalls if it becomes clear that management coaching and guidance shall not be sufficient.

(ii) Individual training and development needs shall be identified through the performance management/appraisal system and other staff evaluation criteria.

(iii) The departmental training and development needs shall be derived from individual employee needs, and job tasks.

(iv) The College training and development needs shall be derived from departmental needs in relation to the College Strategic Plan and clients' needs.

(v) Once the College's training and development needs have been identified, these will be consolidated into annual training and development plans with an agreed upon training budget.

(vi) Decisions will then be made on how best to meet those needs on a priority basis.

5.3.3 Levels of Training Needs Assessment

Training needs assessment shall be carried out based on the following three levels:
(i) Organizational Level.
(ii) Operational/Task Level.
(iii) Individual Level

The three-level assessment should be interrelated so that they build on each other to produce a complete TNA. The levels are further escribed as follows: -

(a) Organizational Level Assessment
(i) The organizational TNA shall look at the College as a whole. This will be derived from the strategic objectives of the College. It shall evaluate the level of College's general performance, strengths, weaknesses, opportunities, and future directions.

(ii) All proposed training activities must be compatible with the College's Vision, Mission, and strategic business objectives.

(iii)   The organizational TNA should also take into consideration various additional factors like changing Government Legislations, technology, and the economy.

(b) Operational Level Assessment
(i)   The operational level TNA shall be conducted at the job or task level to determine the basic knowledge, skills and abilities required to perform the tasks.
(ii)   Details of the job descriptions and specifications shall be compared with the employees' current knowledge, skills, and abilities to identify discrepancies or gaps.
(iii) TNA at this level shall also determine the type of training that will be conducted to achieve a specific level of proficiency.

(c) Individual/personal Level Assessment
Individual/Personal Level TNA shall be conducted on a personal level for every employee. The current performance of an employee will be compared with the expected performance to identify discrepancies or gaps between expected performance and current performance; and recommend appropriate training and development activity.

5.3.4 Manual/Handbook on Training Needs Assessment

The Head of HRMA, in collaboration with the Staff Training and Development Committee, shall develop a Manual or Handbook on Training Needs Assessment, which will provide guidelines on the Training Needs Assessment Process.

5.4 TRAINING AND DEVELOPMENT PROGRAMME/PLAN GUIDELINES
(i)   The Directorate of Human Resources Management and Administration shall be responsible for preparing a training and development programme/plan of the College by consolidating the information from the different Departments, Faculties, Directorates, and Institutes. Such programme/plan shall also show the costs involved.
(ii)   The training and development programme or plan shall have the approval of the appropriate authorities before its implementation. This applies also to any changes to be made after the programme has been approved.

5.5 ELIGIBILITY FOR LONG-TERM TRAINING
Employees will be eligible for long-term training and awarded study leave under the following conditions:
(i)   Permanent and pensionable Employees, who have successfully completed the probationary period.
(ii)   Staff who have served the College for three years consecutively after the appointment or return from long–term training.
(iii) Staff who are below fifty (50) years of age.
(iv)   Without prejudice of sub-section (iii) 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.

(v)   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.

(vi)   The positions of Tutorial Assistant and Assistant Lecturer are training grades. Staff in these positions shall, therefore, be permitted to undertake further appropriate training as soon as training opportunities are available.

(vii)   Employees on probation, other than those specified in paragraph (vi) above, shall not be sponsored by the College for courses longer than one month. The Provost may, however, authorize longer training for employees on probation based on the corporate interests of the College.

5.6 TRAINING AND DEVELOPMENT COSTS

(i)   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 KCMUCo may pay some of the costs of training and professional development, while the employee pays the balance.

(ii)   Sponsorship / financial support by the College shall be granted to staff employed on permanent and pensionable 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.

(iii)   Full sponsorship shall be on priority basis with special preference being given to academic staff.   The sponsorship shall be internal or external. Internal sponsorship shall be given to staff pursuing training at KCMUCo and shall be given in form of fee waiver.

(iv)   External sponsorship shall be given to staff who opt to study outside the College either in or out of the country. The College and/or employees shall solicit and obtain funding from various sources, i.e., internal, and external donors/sponsors.

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

(vi)   Long-term 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)   Travel Insurance

      (vii)   Accommodation

5.8 TRAINING AND DEVELOPMENT BUDGET AND SOURCES OF FUNDS

The College shall allocate at least two percent (2%) of the annual budget to fund training and professional development activities for all full-time teaching and non-teaching employees. The College shall decide in every financial/academic year the number of employees and who to be sponsored according to priorities and unit requests and programmes to be included, based on the following criteria: -

(i)   Availability of funds for training and development in that particular year.

(ii)   Departments with more serious shortage of employees will be given high priority for sponsorship.

(iii)   The training costs shall be paid from the budget for training and development.

(iv)   Due to limited training and development funds, employees shall be encouraged to source out their own sponsorship outside the College, but they should report on any progress to the College.

(v)   The College Management in collaboration with the respective Departments, Faculties, Directorates, and Institutes shall be responsible in identifying and 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 research projects and programmes available within the College.

(vi)   Employees may also apply for study loans, of which, if granted, shall include both direct and indirect costs listed under subsection **5.6 (vi).** The College shall approve study loans subject to an agreement entered between the College and the employee which should specify the following conditions: -

    (a) The College shall pay the direct costs, as specified in subparagraph **5.6 (vi),** to the respective University/College, and the indirect costs shall be paid to the loan applicant in piece-meal.

    (b) The total loaned amount shall be recoverable from the applicant's monthly salary within twelve to twenty-four equal monthly instalments. The applicant must sign an agreement entitling the College to deduct such instalments from his/her monthly salary.

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

    (d) 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.

5.9 PERIOD OF TRAINING

(i)   An employee shall be required to pursue his/her course of study within the time stipulated at the commencement of such course. Only in exceptional

circumstances such as illness, marginal failure in the examination, and on the recommendation of the training Institution and/or Supervisor, shall the employee be allowed longer time than that originally stipulated. In any case, if the employee fails to complete one 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.

(ii)   Employees under KCMUCo 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).

(iii)   Where an employee on training fails or misses an examination/paper, the STDC shall determine whether such failure or missing a paper/examination was out of personal negligence and determine the appropriate action.

(iv)   No training costs shall continue to be paid for any employee undertaking studies after expiry of the training validity period or after expiry of the maximum period an employee is supposed to remain as a registered student in the respective training institution.

(v)   An employee who fails to complete a long course of study, on leave with pay and College sponsorship shall be advised to seek employment elsewhere, while one failing a short course shall be required to refund the money spent on sponsoring him/her.

(vi)   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 used be used for the purposes of promotion or recognition pending submission of the certificate/transcript within a year.

5.10 TRAINING AND DEVELOPMENT REPORTS

5.10.1 Long-Term Training

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.

5.10.2 Short -Term Training

An employee on a short-term training shall be required to present a return-to-work report to the Deputy Provost Administration within seven days after training. The report shall be a comprehensive summary of issues such as the relevance of the training programme, competency gained, challenges faced during training and the way forward.

5.11 BONDING AGREEMENT.

(i)   Candidates who are employees of the College attending in-service full-time or part-time courses of more than three months, whether sponsored by the College or not, and have continued to draw their salary, will be required to enter into a formal agreement binding them to remain in the employment of the College for a specific period after the completion of their training.

(ii)   Employees attending first **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 at KCMUCo for a period of not less than **five (5) years** consecutively.

(iii)   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 KCMUCo for a period of not less than **three (3) years** consecutively.

(iv)   Employee who wishes to quit the employment on his/her own reasons or request for leave without pay 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.

(v)   Upon completion of a bonded training programme, an employee shall not be allowed to undertake further long training programs until he/she has served the whole bonding period of the previous course, except in cases where such training is a continuation of the previous course or does not interfere with the individual's performance of his/her routine duties. The Provost may, however, grant express permission in special circumstances.

(vi)   An academic staff proceeding for PhD study programme after completing master's degree may go ahead without waiting to serve the whole bonding period.

5.12 RECOVERY OF EXPENSES

An Employee who decides to leave KCMUCo before the expiry of the bonded period shall be required to refund full expenses incurred on their training, which shall include tuition fees, accommodation, travelling expenses and allowances paid regardless of whether the Employee shall have completed studies.

5.13 TRAINING TERMINATION

Employee training and/or sponsorship shall be terminated under any of the following conditions:

(i)   Failure to submit satisfactory academic progress reports.

(ii)   Employee is involved in criminal activity or in contravention of the code of conduct.

(iii)   On medical or negative recommendations.

(iv)   Failure to complete their studies within the stipulated period.

(v)   Employee makes request on his or her own volition.

(vi)   Exigencies of duty.

(vii)   If one ceases to be an employee of the College.

5.14 TERMS FOR TRAINING TERMINATION

When Employee's training is terminated due to decisions of the College, then the College shall bear all costs arising therein. However, where termination is due to the Employee's own making, then he/she shall bear the full costs incurred by the College. The interest of the College shall supersede any other interest.

5.15 SALARY WHILE ON TRAINING

A full-time employee attending long-term training on full time basis, whether sponsored by the College or self/privately sponsored shall continue drawing his/her monthly basic salary and house allowance only. Any other allowances shall be frozen until he/she completes training.

5.16 ANNUAL LEAVE WHILE ON TRAINING

(i) When pursuing his/her studies, an employee shall be treated as being on leave of absence for all the period required to complete his course of study.

(ii) Employee's annual leave shall be frozen during the long-term training period.

5.17 STUDY LEAVE

There shall be two categories of study leave: -

(i) **Study Leave with Pay:** Employees approved for long-term training on full-time basis, shall be granted study leave with pay and continue drawing his/her monthly basic salary and house allowance only.

(ii) **Study Leave without Pay:** Employees who are **not** approved for long-term training, but wish to proceed with training on self-sponsorship, they may be considered for study leave without pay, and if granted they shall not be bonded.

5.18 PERMISSION FOR PART-TIME TRAINING

(i) An employee who studies part-time or by means of open and distance learning at a recognized educational institution and who, because of her/his studies, is required to be absent from her/his place of work to attend face to face session(s), may be released from duty and be granted a study leave to attend the session(s).

(ii) Employees undertaking training or professional examinations, who have no study leave will be granted permission during examination sessions of a **maximum of fourteen days** for preparation and sitting for such examinations.

5.19 PERFORMANCE EVALUATION FOR EMPLOYEES ON LONG-TERM TRAINING

Employees who are on study leave with pay shall be evaluated annually based on the annual staff performance appraisal and review regulations.

(i) For academic staff, performance evaluation shall consider their academic performance/progress reports, research outputs, innovations, publications, conferences and/or workshops attendance.

(ii) For administrative and technical staff, performance evaluation shall consider their academic performance/progress reports, conferences and/or workshops attendance.

5.20 EMPLOYMENT WHILE ON TRAINING

Employees on any course sponsored by or through the College shall not take up any form of employment during training without the written permission of the Provost.

6.0 ROLES AND RESPONSIBILITIES

Staff training and development shall extend to all levels of the College. It is the joint responsibility of the individual staff, Heads of Departments, Faculty Deans and Directors of Directorates/Institutes and others to ensure training and development activities are carried out at all levels. The preparation for staff training and development courses or programmes shall be the responsibility of the respective departments in liaison with the Staff Training and Development Committee (STDC).

6.1 RESPONSIBILITIES OF THE MANAGEMENT

The College Management **is** responsible for the effective provision of opportunities for staff development on a sustainable basis. Within the College this responsibility falls primarily to the Department of Human Resources Management and Administration (DHRMA), reporting to the Provost through the Deputy Provost Administration (DPA).

6.2 RESPONSIBILITY OF DPA.

The responsibility for implementing College employees training and development programmes 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.

6.3 RESPONSIBILITY OF DPAA.

DPAA is responsible for providing leadership and support to all Academic Staff in relation to the development of teaching and learning.

6.4 RESPONSIBILITY OF THE DIRECTOR OF RESEARCH AND CONSULTANCY (DRC)

Reporting to the DPAA, the DRC is responsible and focuses on the research development needs of primarily academic and research staff.

6.5 RESPONSIBILITY OF HUMAN RESOURCES MANAGEMENT AND ADMINISTRATION (DHRMA)

The DHRMA is responsible for the training and development of Support Staff as well as that of Academic Staff on matters **other than teaching and research**.
Specifically, DHRMA shall:

(i)   Have the overall responsibility on behalf of the College Management for the implementation of this Policy. His/her role shall also be to advise the College Management of any risks of failing to deliver appropriate training and development to KCMUCo staff.

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

(iii)   Identify annual College priorities for training and development.

(iv)   Identify, create, and provide 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.

(v)   Prepare and implement training and development programmes.

(vi)   Prepare training and development reports.

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

(viii) Support the Staff Training and Development Committee.

(ix)   Monitor and evaluate staff training and development activities in collaboration with the Staff Training and Development Committee.

(x)   Solicit funds from various local and external sources to ensure sustainability of Training and Development programme.

(xi)   Support individual staff' efforts in seeking opportunities for training and development.

(xii)   Ensure vertical staff training and development as opposed to the horizontal training and development.

(xiii) Maintain and update the status of staff Training and Development.

(xiv)   Coordinate training and development programmes.

(xv)   Assist the Deputy Provost for Administration, Deans and Directors in sourcing of resources for staff training and development.

(xvi)   Ensure all KCMUCo staff are aware of the Human Resources Training and Development Policy so that they know their rights and obligations.

(xvii) Provide appropriate in-house induction and orientation program for all new staff within a reasonable time after their initial appointment.

(xviii) Assist employees in achieving training objectives.

6.6   RESPONSIBILITIES OF DEANS, DIRECTORS, HEADS OF DEPARTMENT/UNITS.

Together with the DHRMA, they have the responsibility for ensuring the development of staff in all areas except research staff. Heads of these units are responsible for encouraging and assisting staff to take advantage of the opportunities provided, guiding them in their career development through having regular development conversations, facilitating their access to development opportunities in line with their career development and institutional needs, implementing development strategies to address problematic performance (where appropriate) and ensuring the transfer of learning. The heads of the different faculties, directorates, institutes, and departments/units, through Annual Staff Performance Appraisal are responsible for ensuring that:

(i)   The College staff have the required level of knowledge and skills to fully perform their roles.
(ii)   Staff develop their professions skills within their current roles.
(iii) There is a learning culture by providing opportunities for learning and administer on-the-job training.
(iv)   Carry out career development review and agreeing on a meaningful career development pathway.
(v)   the training identified for everyone's career development plan is implemented as far as possible within the available resources.
(vi)   Monitoring and evaluation of learning for employees who have undertaken by the employees.
(vii) employees implement the knowledge and skills that they have gained from training.
(viii) staff who attend training prepare a report for onward transmission to the Human Resource Management and Administration Department for further action.
(ix)   Staff are engaged and retained.

6.7 RESPONSIBILITIES OF STAFF.

Ultimate responsibility for the development of work-related skills and knowledge rests with each member of staff. Staff are expected not only to undertake initial developmental activities upon joining the institution but to engage continuously in identifying and meeting their own further needs in response to institutional demands. Where appropriate, they are expected to share their own work-related expertise with others so that the benefits they bring to the University and to other staff can be maximized. Staff are also encouraged to contribute to the development of others, e.g., through mentoring and counselling. To this end, staff are responsible for: -

(i)   Their own self-development by identifying relevant training and development programmes.
(ii) 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/sections.
(iii) Keeping 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.
(iv) Identifying, prioritizing, and agreeing on their training and development needs with their heads of department/unit/sections.
(v)   Applying the acquired knowledge and skills for the betterment of KCMUCo.

7.0 MONITORING AND EVALUATION (M&E) OF THE POLICY.

The monitoring and evaluation of the Staff Training and Development Policy is essential to ensure its effectiveness and to continuously improve the training courses or programs and opportunities provided to College staff.

7.1 OBJECTIVE OF THE M&E OF THE POLICY
The main objectives of the monitoring and evaluation process are to: -

(i)   Assess the implementation of the Staff Training and Development Policy and its adherence to established guidelines and procedures.

(ii)   Measure the effectiveness of the training programs in enhancing staff skills, knowledge, and performance.

(iii)   identify areas for improvement and make necessary adjustments to the policy and training programs.

(iv)   ensure that the allocated resources for training and development are utilized efficiently.

7.2 THE KEY PERFORMANCE INDICTORS (KPI).

Key Performance Indicators (KPI) will be developed to measure the success of this Policy. These KPIs may include:

(i)   Percentage of staff who participate in training programs annually.

(ii)   Percentage of staff who successfully complete training programs.

(iii)   Improvement in staff performance and productivity after training.

(iv)   Employee satisfaction with the training and development opportunities provided.

(v)   Return on investment (ROI) in terms of improved staff performance and organizational outcomes.

(vi)   staff attrition rate

7.3 DATA COLLECTION FOR THE M&E

Data will be collected through various methods, such as surveys, feedback forms, performance evaluations, and training program evaluations. This data will be analysed to assess the effectiveness of the training programs and identify areas for improvement. Regular reporting on the monitoring and evaluation findings will be conducted to keep management and stakeholders informed. The monitoring and evaluation process will be used to identify areas for improvement and make necessary adjustments to the Staff Training and Development Policy. Feedback from staff, trainers, and other stakeholders will be taken into consideration to enhance the quality and relevance of the training programs.

7.4 RESPONSIBILITY FOR MONITORING AND EVALUATION

The responsibility for monitoring and evaluation will be assigned the Head of Human Resources Management and Administration (HHRMA), who may designate an expert to facilitate the monitoring and evaluation. This individual and the HRMA team will be accountable for collecting, analyzing, and reporting on the data, as well as making recommendations for improvements. They will also work closely with the relevant departments and stakeholders to ensure the effective implementation of the monitoring and evaluation process.

8.0 RELATED LEGISLATIONS.

This policy will be implemented closely with:

(i)   KCMUCo Staff Regulations and Conditions of Service (2022).

(ii)   KCMUCo Guidelines on Recruitment, Appointment, Performance Appraisal and Promotion of Academic Staff (2023).

(iii)   Universities Act No. 7 (2005).

(iv)   The Employment and Labour Relations Act (ELRA) No. 6 of 2004. CAP 366

(v)   The Labour Institutions Act (LIA) No. 7 of 2014
(vi) Standing Orders for the Government of Tanzania, GoT, (1994).
(vii) The Public Service Act of (2002), GoT.

9.0 NEXT REVIEW DATE.

The Policy shall be reviewed after every five (5) years or when deemed necessary guided by M&E results to Address policy areas that needs to be revised.

10.0 APPROVAL

This policy was approved by the College Governing Board during its 50TH meeting held on 28TH SEPTEMBERR 2023

Signed:

_____
Prof. Ephata E. Kaaya
Secretary
KCMUCo Governing Board

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

Request for Training and Development Form

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: _____

2.6 Educational and Professional Qualifications:

Educational Qualifications	College/University	Date/Year Obtained

2.0   Duties and Responsibilities:

Summary of your current duties/responsibilities: _____
_____
_____
_____

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

3.1 Short-term Training

a) Continuing Professional Development/Education: _____
_____

b) Seminar/Workshop/Conference: _____
_____

c) Other: _____

_____

d) Aim(s) of the training: _____

_____

_____

e) Institution conducting the training:

Name: _____

Address: _____

Venue: _____

Dates of the training: _____

f) Costs for the short-term training:

      i) Fees: _____

      ii) Per Diem: _____

      iii) Transport: _____

      iv) Other (specify): _____

g) Sponsor:

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

      (ii) KCMUCo: YES/NO: _____, If yes, full sponsorship: YES/NO: _____

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

_____

3.2 Long-term Training

a) Basic Technician Certificate (NTA Level 4): _____

_____

b) Technician Certificate (NTA Level 5): _____

_____

c) Diploma (NTA Level 6): _____

_____

d) First Degree: _____

_____

e) Postgraduate Diploma: _____

_____

f) Master's Degree: _____

_____

g) PhD: _____

_____

h) Aim(s) of the training: _____

_____

_____

i) Institution conducting the training:

Name: _____

Address: _____

Venue: _____

Duration and Dates of the training: _____

h) Costs for the training:

1. Direct costs payable to respective Universities/Colleges:

      i) Tuition fees: _____

      ii) Registration fee: _____

      iii) Examinations fee: _____

      iv) Special Faculty requirements: _____

2. Indirect costs (payable to the student):

      i) Books: _____

      ii) Stationeries: _____

      iii) Dissertation/Thesis production: _____

      iv) Research Costs: _____

      v) Conference and Seminar Costs: _____

      vi) Accommodation: _____

      vii) Other (specify): _____

4.0 Why do you need the training?

Mention advantages of the training to you as an employee and to KCMUCo 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, DPAA or DPA):

_____

_____

_____

_____

Name: _____ Signature: _____ Date: _____