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Training and Development Policy

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UNIVERSITY OF KABIANGA
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TRAINING AND DEVELOPMENT POLICY

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ABBREVIATIONS

DVC	Deputy Vice - Chancellor
FTC	Farmers Training Centre
KUC	Kabianga University College
UoK	University of Kabianga
VC	Vice Chancellor

DEFINITION OF TERMS

Acting	Serving temporarily on behalf of another officer.
Basic Salary	An officer's salary excluding allowances.
Child:	The biological offspring's or legally adopted children under the age of twenty five (25) years who are unmarried and are wholly dependent on the officer. For purpose of records, the names of the children must be declared at the time of birth or adoption if it occurs during employment in the University. Copies of birth certificates or legal adoption papers will be required in either case.
Sabbatical Leave:	This is a period off the normal duty, granted to qualified and deserving staff members, to go for any or a combination of the following: act as visiting lecturer, carry out research, write or publish to enrich the staff academically and for the benefit of the University.
Spouse	Refers to the legal marriage partner of an officer specified under the Marriage Act or in accordance with the relevant Customary Law.
Training Bond	Refers to formal agreement between the University and its employees who are on training that oblige them to serve in the University for a specific period on completion of training.
Reimbursable Allowances	Refers to those allowances where an Officer gets reimbursement on the expenditure incurred in the course of duty.

EXECUTIVE SUMMARY

University of Kabianga is committed to the support of Training and Development for all employees. The key purpose is to facilitate personal and professional development enabling individuals and groups to achieve their full potential at work. The University also recognizes that, as an institution concerned with learning, it has a special responsibility to encourage and support learning for all members of employees. The University's operational success is based largely on the contribution, commitment and achievements of individual members of its employees, working individually and in teams or groups. The University wants to support employees in the performance of their designated roles and to help them to fulfill their potential during the period of their employment. Training and development includes any activity, which contributes to the enhancement of their knowledge, skills, competence, and working practices. Employees development is thus a key contributor to the success of individuals and ultimately to the success of the University as a whole. There will be equality of access to employees training and development opportunities for all employees. Involvement in employees training and development will be determined only by personal merit, performance and by the application of appropriate criteria. The employee Training and Development Policy aims to develop and sustain adequate capacity to support the University's Vision and Mission and to improve the efficiency and effectiveness. Training is of growing importance to the University seeking to gain an advantage among competitors. Training is one of the several Human Resource practices that can have a considerable impact on employee commitment. Training seeks to improve employee investment, increase reciprocity, helps the employee identify with the organization and serves to limit alternative employment options. An effective training policy will serve as retention of employees and loyalty to the University.

Signed: _____
Vice - Chancellor

Date _____

PREAMBLE

The Kabianga Complex which comprised of the High school, Primary school and the Farmers Training Centre (FTC) has a long history dating back to 1925. It is therefore, one of the oldest education centres in Kenya in particular and the Eastern part of African in general. The FTC started in 1959 as a result of the Swynerton Plan in the mid-1950s which advocated inter-alia the improvement of agricultural and livestock production. FTC remained under the management of the Ministry of Agriculture and Livestock Development for a period of 48 years providing training and extension services to the small scale farmers in Southern Rift Region of the country and beyond. Due to the demand for higher education in Kenya, the Government handed over the former FTC to Moi University on 8th November 2007. The first cohort of students to be enrolled reported on 26th November, 2007 for the 2007/08 Academic year.

Kenya Government, through a Legal Notice No. 77 gazetted in the Kenya Gazette Supplement No. 36 of 29th May, 2009, established Kabianga University College as a Constituent College of Moi University and on 1st March, 2013 KUC was elevated to a fully-fledged status and named the University of Kabianga upon the award of the charter by H.E. Hon. Mwai Kibaki, the 3rd President of the Republic of Kenya.

THE VISION OF THE UNIVERSITY

To be a leading university in scientific innovation for the betterment of humanity.

THE MISSION OF THE UNIVERSITY

To create, preserve and transfer knowledge and technology through quality and entrepreneurial education, research, extension and partnership with Government, industry and non-state actors whilst ensuring a sustainable.

PHILOSOPHY

The Philosophy of University of Kabianga is to foster intellectual development, excellence, creativity and innovation, academic freedom, equity, integrity, peace and sustainability through relentless search for truth.

THE CORE VALUES

- (i) Promotion and defense of intellectual and academic freedom, scholarship and relentless search for truth.
- (ii) Fostering teamwork, collaboration, creativity and innovation, effective communication, tolerance, perseverance and a culture of peace.
- (iii) Embracing excellence, professionalism, openness, consultation and consensus building, efficiency and effectiveness.
- (iv) Practicing competence, meritocracy, exemplary leadership, equality, integrity and national patriotism.
- (v) Continuous improvement of services in order to remain competitive.

THE UNIVERSITY ORGANIZATIONAL STRUCTURE

University of Kabianga is a corporate institution established by the Universities Act, 2012 and it has various bodies for its effective management. These include:-

- (i) Chancellor
- (ii) Council
- (iii) The University Management Board
- (iv) The Senate
- (v) Schools and Departmental Boards

The roles and functions and the membership of these Boards are stipulated in the Charter and in the Statutes.

THE CHANCELLOR

Chancellor is the titular head of the University of Kabianga.

THE COUNCIL

The Council is the governing body of the University through which it can act, administer property and funds, receive monies, plant and equipment materials, gifts and grants for its use. The Council is also responsible for the management of employees and students affairs and can enter into association with other universities and institutions within Kenya or otherwise as it may deem necessary and appropriate.

THE UNIVERSITY MANAGEMENT BOARD

The University Management Board is responsible for implementing Council and Senate decisions. It is also responsible for providing direction and guidelines for the efficient running of the University. The University Management Board shall assist the Vice-Chancellor in the day to day Management of the University.

THE SENATE

The Senate is the body responsible for Academic matters in the University and the final authority on all such matters.

SCHOOLS/INSTITUTES/DIRECTORATES/CENTRES DEPARTMENTS

The Schools, Institutes, Directorates, Centres and Departmental Boards play a major role in academic and administrative functions of the University. The functions of these Boards are clearly stipulated in the UoK Charter and Statutes and they assist the Deans and Heads of Departments in the Management of their respective Schools and Departments respectively.

FUNCTIONS OF THE UNIVERSITY

- (i) To provide University education aimed at producing mature, competent and conscientious graduates with appropriate skills, ability and desire to contribute to the well being and development of the people of Kenya, East African region and the global community, in accordance with the national philosophy of mutual social responsibility and international conventions.
- (ii) To provide education for national service, community outreach and development which reflect the national cultural heritage.
- (iii) To develop and transmit knowledge and skills through research and training at undergraduate and postgraduate.
- (iv) To preserve, produce, process, transmit and disseminate knowledge and stimulate the intellectual life and cultural development of Kenya.
- (v) To conduct examinations for, and to grant degrees, diplomas and other awards of the University.
- (vi) To determine who may teach, what may be taught and how it may be taught in the University.
- (vii) To play an effective role in the development and expansion of opportunities of Kenyans wishing to continue with their education.

(viii) To address emerging issues of national, regional and global importance.

1.0. THE POLICY

1.1 Introduction

When the institution was established as a University College on May, 2009, it had to start building its human resource capacity to meet its immediate manpower needs. Being a new institution, a significant number of employees in place did not have requisite training in various areas of specialization. Consequently it became necessary to embark on training and development of employees. It became therefore important to identify training priorities, study leave regulations, types of training, training needs analysis and evaluation of training. The University therefore, found it was necessary to have a clear policy on employee training and development.

1.2 Scope

This policy shall cover all employees and shall apply in line with all other UoK Policies.

1.3 Aims and Objectives

- 1.3.1 The policy aims at providing guidelines for enhancing efficiency and productive capacity of the University's human resources. It will also enable employees to realize their full potential and their professional and career development as well as improved work environment to meet and even exceed customer satisfaction. Employees training and Development is therefore, an integral component of University of Kabianga career development strategy as a corporate entity in the modern competitive environment.
- 1.3.2 The main objectives of the University's employees training and development are:-
- (i) To make employees knowledgeable about University of Kabianga by providing them with information about the mission, vision, history, policies, structure, rules and operational activities.
 - (ii) Enhance the organizational performance by helping all employees to improve on their efficiency and effectiveness.
 - (iii) Assisting each employee to gain competence and skills in preparation for more responsible positions within University of Kabianga and to help each employee prepare for changes at University of Kabianga.

- (iv) Ensure that sufficient trained human resource is available to meet University of Kabianga requirements in future by identifying those requirements and providing appropriate training and development opportunities for all its employees.
- (v) To develop and enhance supervisory, managerial and leadership capacities through Modern management training Programmes.
- (vi) To promote optimum utilization of the University human and material resources.
- (vii) To facilitate effective communication

1.4 The Need for Training and Development of Employees

- 1.4.1 University of Kabianga recognizes the need for training and development of all its employees. It shall therefore endeavor to offer training opportunities to all its employees in order to improve their work performance and Personal Development.
- 1.4.2 Training is an important aspect of University functions and development. Being a training centre, University of Kabianga needs to have qualified employees. Training provides employees with knowledge and expertise relevant to their areas of operation and translates into increased output. It also enhances the quality of the University's human resources by keeping employees abreast with the state-of the –art technologies in their areas of operation.

1.5 Justification for Training and Development

- 1.5.1 The following organizational requirements form a brief justification for employee training and development:-
 - (i) Increased efficiency in University operations
 - (ii) Skills development for improved personal performance.
 - (iii) Lateral and vertical mobility.
 - (iv) Career mobility (progression)
 - (v) Anticipated organizational personnel needs.
 - (vi) Academic teaching
 - (vii) Research
 - (viii) Personal growth
 - (ix) Manpower development
 - (x) Competent policy-making and support functions.

1.6 Training Needs Analysis

- 1.6.1 In order for the University to make decisions regarding training there will be need for training need analysis which will be a basis for planning for the training and development of employees. Training needs analysis shall be informed by the need for improvement in the professional, technical and skilled competences of University of Kabianga employees.
- 1.6.2 The training needs shall be determined in three ways;
- (i) Through Annual Performance appraisals.
A performance appraisal will be used to determine deficiencies in performance which can be remedied by training.
 - (ii) External survey on Training needs analysis at intervals of every three years
 - (iii) Identification of Institutional gaps in competencies
- 1.6.3 The responsibility for the identification of training needs shall be vested in the Heads of Departments who are the immediate supervisors of employees in the University.
- 1.6.4 The University's programmes and projected needs shall form the basis for determining such training needs.

1.7 Training and Development Committee

- 1.7.1 There shall be a University Training Committee appointed by the Vice- Chancellor on behalf of Council, to consider and recommend employees for training based on the following criteria;
- (i) The specific needs of the University
 - (ii) Employees must have served the University continuously for at least three (3) years.
 - (iii) Employees who have undertaken training and want to go for another training should have served the University for equivalent period of the training previously undertaken.
 - (iv) The course to be taken must be relevant to the duties as outlined in the training needs.
 - (v) The course taken will be in the interest of the employee's career growth and development.
 - (vi) Frequency of such training undertaken by the employee.
 - (vii) Availability of Funds.
 - (viii) Equal training opportunities will be accorded to all employees.

- (ix) Other persons on training to ensure offices/sections/departments/schools are manned and operations are not compromised.

1.8 Membership of the University Training & Development Committee

1.8.1 The membership of the University Training Committee shall consist of;

- (i) Deputy Vice-Chancellor (A&F) - Chairman
- (ii) Deputy Vice-Chancellor (PR&D) - Alternate Chair
- (iii) Deputy Vice-Chancellor (A&SA) - Member
- (iv) Registrar (Academics) - Member
- (v) Registrar (PR&D) - Member
- (vi) Finance Officer - Member
- (vii) Senate Representatives (2) - Member
- (viii) Representative Grade 1-4 (1) - Member
- (ix) Representative Grade 5-10 (1) - Member
- (x) Representative Grade 11-15 (1) - Member
- (xi) Registrar (Administration) - Secretary

1.8.2 Schools and Departments to have a replica training committee which forwards training requests to the main University Training Committee.

1.9 Annual Training Plan

1.9.1 This shall be developed based on the recommended training needs indicated by heads of department for the department as well as each employee during the annual performance employee appraisal.

1.9.2 The training plans including the costs shall be developed by the heads of departments and submitted to Human Resource through their respective divisions consolidation and forwarding for approval by the Training Committee.

1.10 Types of Training

1.10.1 There are various types of training which may further be differentiated along several dichotomous dimensions; - short-term/long term; part-time/full time; internal/external; formal/informal and practical/theoretical. The following training categories may, therefore, overlap along one or more of the above dimensions;-

- (i) Induction
- (ii) Orientation

- (iii) Job Rotation
- (iv) Attachment/Internship
- (v) On-the –job training
- (vi) Workshops, seminars, conferences etc.
- (vii) Professional
- (viii) Management Development training
- (ix) Certificate courses
- (x) Ordinary and higher diplomas
- (xi) Bachelors
- (xii) Post graduate diplomas
- (xiii) Masters
- (xiv) Doctorate
- (xv) Post-Doctoral

2.0 CRITERIA AND PROCEDURES FOR SELECTING EMPLOYEES FOR TRAINING.

2.1 General criteria

2.1.1 The following criteria will be used to select members of employees for training;-

- (i) Employees applying for any training shall be expected to meet the requirements for the particular training in question.
- (ii) Based on continuous employees and departmental appraisals, departments will determine training needs and identify appropriate persons for such training. However, UoK Management will from time to time monitor and approve, to ensure transparency and accountability in the process.
- (iii) For long term training (Diplomas, Degree Programmes lasting more than one year) priority for local training will be given to employees with longest service and within University of Kabianga. For overseas training priority will be given to employees as per the age limit and other conditions specified by respective scholarships and grants.
- (iv) Except for employees appointed on Employees Development (e.g, Tutorial Fellows), eligibility for training will be after confirmation of appointment and offering normally three years uninterrupted service to the University.
- (v) Employees proceeding on study leave must be bonded for an equivalent period of study leave.

- (vi) In case of an employee who had earlier gone for training he/she has to fulfill the bonding obligations and must have worked for a period equivalent to the duration of study before he/she can be considered for any other training.
- (vii) The training must be relevant and as per prioritized needs to the Departmental, School and University needs.
- (viii) Availability of funds e.g. University funding, self-sponsored, project scholarships etc.
- (ix) All employees shall have equal opportunities.
- (x) Preference for training will be given to Kenyan nationals.

2.2 Specific criteria

2.2.1 Induction

This is the familiarization of the new employees to various offices and employees in various offices. New employees will be familiarized with every section and their functions in the University immediately after reporting.

2.2.2 Orientation

This training is specifically meant for newly recruited employees who will be taken through the functions, structures and policies of the University. The mode of training will be through workshops within six months of reporting.

2.2.3 On the Job Training (O.J.T)

Applicable to employees depending on training need as per the employee appraisal.

2.2.4 Workshops, Seminars, Conferences etc

Applicable to all employees depending on Departmental and Section needs.

2.2.5 Professional Development training

These are applicable to employees who are registered members of professional bodies relevant to the department they have been appointed by the University to head. The courses are meant to enable members to meet the requisite requirement for membership, renewal and continuous training.

2.2.6 Membership to Professional Bodies

The University will pay membership / renewal fees to members of professional bodies relevant to the department they have been appointed by the University to head.

2.2.7 Management Development training

Applicable to members of management, deans and Heads of departments. These are courses geared towards building management capacity for present and future requirements of the University. They are meant to equip the said employees in their areas of operation and for succession planning.

2.2.8 Certificate Courses

Short term courses targeting mainly Junior and Middle level employees depending on Departmental/Section training needs.

2.2.9 Ordinary and Higher Diplomas

Applicable to Junior and Middle level employees based on Departmental/Section training needs.

2.2.10 Bachelor Degree

Applicable to middle level employees with Certificates or Diplomas depending with Departmental/Section needs.

2.2.11 Post Graduate Diploma

Graduate employees with need for specialized training as determined by the Department/Section.

2.2.12 Masters Degree

Applicable to Academic, Senior Library, Administrative and Technical employees depending on Departmental/Section needs. However, priority will be given to Academic employees.

2.2.13 Doctorates

Applicable to Academic, Senior Library and Administrative employees depending on Departmental/Section needs. Priority will be given to Academic employees.

2.2.14 Post-Doctorate

Priority will be given to Academic employees with PhDs.

2.2.15 Short Courses

Short Courses are courses not lasting more than six (6) months. Are applicable to all employees depending on training needs identified in the employee appraisal.

2.2.16 Fellowships, Attachments, Employees Exchange

Applicable to Academic and Administrative employees, depending on Departmental/Section or School needs.

2.2.17 Procedure

- (i) All employees wishing to undertake any training shall normally apply to the Vice-Chancellor through respective Heads of department using prescribed forms.
- (ii) Departments shall have a Departmental and School Boards that shall consider all applications for long term training and select employees for nomination to Deans' Committee for academic staff.
- (iii) Departments in Administrative Division shall forward their application through their heads of departments to the Employee Training and Development Committee.
- (iv) All trainings shall eventually be approved by Council.

3.0 STUDY LEAVE REGULATIONS

3.0.1 The following regulations will apply regarding study leave:

- (i) Study leave shall only be granted to members of employees by Council on the basis of the needs of the University and in the interests of employee's development. Study leave will be of appropriate duration for respective training Programmes and such conditions Council may determine subject to progress report.
- (ii) Bonding shall always be prerequisite for granting of study leave and should be equal to the period of study.
- (iii) A member of employees whose request for study leave has not been approved may opt to apply request for unpaid leave of absence to pursue his/her course.
- (iv) Study leave approval should be for one year initially renewable on satisfactory progress report.

- (v) The Council will terminate services of any member of employees who trains under study leave and fails to complete training on academic grounds.
- (vi) All employees on study leave shall normally receive;
 - (a) 80% of their basic salaries when on study leave with sponsorship outside Kenya
 - (b) 90% of their salaries when on study leave with sponsorship within Kenya
 - (c) 100% of their salaries when on study leave under self-sponsorship.

3.1 Funding for Employees Training and Development

- 3.1.1 University of Kabianga, as the employer should provide the lead in employee training and development by setting aside annual budget. University Training Committee will oversee the management of the fund.
- 3.1.2 Unless under special arrangement, the University shall facilitate training through the following ways:
 - (i) University Scholarship.
 - (ii) University Fee Waiver- (4 beneficiaries throughout the duration of service)
 - (iii) Scholarships from external sponsors.
 - (iv) Scholarships from special projects.
 - (v) Split sponsorships (University and external donors)
 - (vi) Self- sponsorship
 - (vii) Reimbursable scholarship.
- 3.1.3 Each scholarship shall be awarded according to selection criteria stipulated in this training policy. Employees will qualify for any of the sponsorships, one at a time, and must only proceed on study leave after approval has been granted.

3.2 University Sponsorship

- 3.2.1 The University sponsorship shall be awarded to employees under the same conditions as external scholarships on a competitive basis and should take the following forms:-
 - (i) Partial Scholarship (Fellowship, Studentship, Assistantship) be given to all employees registered for studies at University of Kabianga;
 - (ii) Subject to availability of funds Graduate Assistants (who are graduates of UoK) pursuing higher degree at University of Kabianga may be given scholarship;
 - (iii) Schools, Institutes or Departments – may sponsor employees with funds from their income generating activities subject to approval by University

Management and Council;

- (iv) Scholarships for employees of University of Kabianga taking certificate and diploma courses;
- (v) The University may fund training of lower and middle level employees taking certificate and diploma courses in recognized institutions by giving them scholarships.

3.3 Graduate Assistants trainees

- 3.3.1 Subject to availability of funds, scholarships shall be awarded to First Class Honours holders who have been identified by departments and schools and retained for employees development based on priority requirements of the University. In the case of disciplines where graduates are not classified, a 1st class graduate shall refer to the top ranked candidates using overall aggregate.
- 3.3.2 Where there shall be no First Class Honours holders, *2nd Class Honours (Upper Division)* holders where the University is in dire need of expertise in certain identified areas may be considered. However, such trainees will be identified based on the rankings as per the weighted mean score.

3.4 Bonding of trainees

- 3.4.1 Employees who have benefitted from training shall be bonded to serve the University for an equivalent period of study.
- 3.4.2 An employee who breaches the terms of the bond agreement shall reimburse the University the equivalent of the remaining bonding period with the prevailing interest rates.
- 3.4.3 Scholarship awards shall be equivalent to the tuition fees charged. A First Class honours graduate of University of Kabianga on employees development and with sponsorship from other bodies shall not be eligible for a scholarship from the University, unless the sponsorship is less in amount, in which case, a scholarship equivalent to the shortfall shall be awarded.
- 3.4.5 Types of studies requiring bonding
 - (i) Study leave
 - (ii) Fee waivers
 - (iii) Self sponsored (*Utilizing University time*)

3.6 Scholarships Given to Disadvantaged Employees

- 3.6.1 That disadvantaged employees shall be given priority when awarding scholarships. The disadvantaged employees will be identified as defined in the Constitution of Kenya.

3.7 Fee Waiver

- 3.7.1 Scholarships given to an employee, and/or his/her children/spouse on PSSP undergraduate or postgraduate programmes at University of Kabianga. Employees must have served the University continuously for at least three (3) years.
- 3.7.2 The PSSP scholarships shall only be given to employees or legal dependants taking undergraduate or postgraduate studies at University of Kabianga and once awarded as 1st, 2nd, 3rd and 4th beneficiaries, beneficiaries cannot be interchanged until completion.
- 3.7.3 Potential beneficiary other than self and spouse should not be above 24 years old at the time of joining the programme.
- 3.7.4 The number of beneficiaries to PSSP scholarships at any one time shall be 4 (including self) to be awarded tuition waiver as follows: 1st – 50 %, 2nd – 40 %, 3rd – 30 % and 20% beneficiary, beneficiaries cannot be interchanged until completion.
- 3.7.5 At any one time, an employee will be eligible to have one scholarship for self or spouse taking postgraduate studies and shall receive a partial scholarship equivalent to the percentage applicable as prorated in (c) above. This condition shall only apply so long as the:
- (i) Limit of 4 allowed at any one time for sponsorship is not exceeded;
 - (ii) Beneficiary is not on any other scholarship that covers the entire tuition
- 3.7.6 Application for the scholarships for employees or their dependants shall be made at the beginning of the semester on serialized forms at a fee set by the University. A deadline shall be set each semester for submission of completed forms which should only be accepted if accompanied by supporting documents/certificates and evidence of having paid their portion of the tuition fee.
- 3.7.7 A database of beneficiaries of the scholarships shall be developed to ease monitoring of the funds.
- 3.7.8 For successful applicants, the University shall make out one cheque of the fees paid transferring the amount to the PSSP account.
- Posting of the tuition fee scholarships shall be done at the same time and be counter-checked by an independent person to ensure they are correctly done.

- 3.7.9 In the event of the demise or retirement of a member of employees with a child/spouse undertaking undergraduate studies and on scholarship from the University, the sponsorship of the beneficiary shall be continued as per the terms of contract until the child/spouse graduates.
- 3.7.10 The University reserves the right to withdraw the scholarship if the employees/dependant is found to be of bad conduct as proved by the Students Disciplinary Committee or Staff Disciplinary Committee of Council. Members of University of Kabianga Council during their tenure will also be eligible for Scholarship for one child (legal) and spouse so long as this can be supported by legal documents.
- 3.7.11 Employees must have served for an equivalent period of the previous scholarship period before qualifying for another University of Kabianga scholarship.
- 3.7.12 Four beneficiaries (self and dependants) in the ratio 50%, 40%, 30% and 20% in the employee service period at the University. The bonding on fee waiver will be as follows:
- (i) If the beneficiary is self, then the bonding will be equivalent to the training period and the tuition fee;
 - (ii) If the beneficiary is a dependant, the bonding of the employee will be proportionate to the benefits received.

3.8 Time Off

- 3.8.1 Time-off during regular work-time to pursue a programme either University sponsored or self-sponsored shall be granted based on prevailing conditions that may warrant such requests. The bonding will be equivalent to duration of the study.

3.9 External Scholarships

- 3.9.1 The University shall solicit and obtain scholarships from various donors organizations for sponsorship of employees on training. Possible sources of funds are:-
- (i) University – Industry links
 - (ii) External donors/partnerships
- 3.9.2 Employees are also encouraged to solicit and obtain scholarship from various sponsors/ donors for training. Where employees obtains such scholarship the University will grant study leave as per study regulations.

3.10 Special Projects Scholarship

3.10.1 Departments/Schools/Institutes of the University sometimes do receive grants from external sources for special projects and contain training scholarships. Such departments/schools should make recommendations; channel them through Employees Developments Committee which will take into consideration special circumstances under which such scholarships were negotiated.

3.11 Split Scholarships

3.11.1 The split scholarships for training with prior arrangements shall be subjected in the dual agreements or contracts under which the scholarships were obtained. This includes the areas for training under which such scholarships are aimed at.

3.12 Self Sponsorship

3.12.1 There are always possibilities that employees may be financially capable of sponsoring themselves for training of their choice and which they qualify to undertake.

3.12.2 This kind of sponsorship should be encouraged as much as possible with the undertakings that employer shall also contribute towards the motivation by promotion or offering more responsibilities upon completion of the training.

3.13 Reimbursable Scholarship

3.13.1 An employee who through his/her own initiative and in his/her own time embarks on a course relevant to his/her duties with the prior written approval of the University and passes may be reimbursed as stipulated in the Collective Bargain Agreement in respect of the course provided that it is established that:-

- (i) The course is directly related to the nature of his /her substantive post or the post he may occupy on completion of the course and
- (ii) The course will improve the employee's performance and also enhance his/her potential for additional responsibilities.
- (iii) Approval for the programme will be granted prior to embark on it as per the set procedure to ensure alignment to the institutional and employee needs analysis.

3.14 Other Recommendations

- 3.14.1 That a member of employees who fails to declare scholarship awards from other sources or commits a felony while on a University scholarship shall be liable for disciplinary action under the University disciplinary policy.

3.15 Academic Employees

- 3.15.1 At University of Kabianga, Academic Employees are ultimately expected to have at least a PhD in their relevant professions as per the Commission for University Education standards and guidelines.
- 3.15.2 Employees review will be carried out as per the Commission for University Education standards and guidelines and those who will not have commenced or completed PhD programmes after the second review will be terminated from service.

3.16 Non Teaching Employees

- 3.16.1 Senior Library/Administrative Employees are ultimately expected to have at least Masters or Postgraduate Diploma in their relevant professions. This is imperative for progression to the subsequent grades.
- 3.16.2 All cadres of non-teaching employees should be give opportunities for further education and training as may be deemed necessary by their respective departments/Sections.

3.17 Training Evaluation

- 3.17.2 Employees on training should submit progress reports through their supervisors
- 3.17.2 A job performance appraisal should be undertaken to determine the worth of training.

3.18 Career Development

- 3.18.1 University of Kabianga, in an effort to maintain quality and a stable work force will endeavour to provide career development opportunities through the following:-
- (i) Periodic review of schemes and terms of service
 - (ii) Maintaining an equitable system of promotion
 - (iii) Applying a competitive system of recruitment
 - (iv) Providing equal opportunities for training
 - (v) Providing career guidance and counseling
 - (vi) Offering rewards based on merit

3.19 Sabbatical and Post Doctoral Studies

- 3.19.1 All academic employees are encouraged to take sabbatical leave as provided for in their terms and Conditions of Service to enhance their areas of specialization.
- 3.19.2 Sabbatical leave will be granted to members of staff on permanent terms only of grade 12 - 15 and above. The Vice-Chancellor will determine when such leave may be taken.
- 3.19.3 Sabbatical leave shall be granted at the rate of nine (9) months after six (6) years of continuous service.
- 3.19.4 Sabbatical leave will be granted on full pay.
- 3.19.5 Applications for sabbatical leave shall set out in detail the extent of work proposed, the duration of leave requested and the financial assistance sought as well as travel arrangements. Applications shall be sent through the HOD, Dean and Deputy Vice-Chancellor (A&SA).
- 3.19.6 All PhD holders are encouraged to undertake postdoctoral studies to enhance their research and competence in the respective disciplines.

4.0 MONITORING AND EVALUATION

- 4.0.1 The policy implementation shall be monitored and evaluated using appropriate mechanisms.
- 4.0.2 The actors will include management and relevant Heads of Academic and Administrative Units.

5.0 AMENDMENT OF THE POLICY

- 5.0.1 This policy shall be revised after every three (3) years and/or when need arises.