

KUMASI TECHNICAL UNIVERSITY



STAFF DEVELOPMENT POLICY

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1.0 Preamble

Staff development refers to all the policies, practices, and procedures used to develop the knowledge, skills, and competencies of staff to improve the effectiveness and efficiency both of the individual and the Kumasi Technical University. The Kumasi Technical University Staff Development Policy aims to support and assist the development of individual staff and thereby enhance the University's performance by contributing to the achievement of strategic objectives and goals. The Kumasi Technical University acknowledges that as an educational provider it has a unique responsibility to support and encourage the development of its staff, and recognizes that staff development can play a critical role in building the capability of its workforce.

One of the Technical University's key commitments is increasing the knowledge, skills and abilities of its staff members. Developing such knowledge, skills and abilities enhances the performance of staff in their current roles, and prepares them for future roles. From the Technical University's point of view, staff development opportunities are critical investments from which staff and the Technical University as a whole will benefit. A strategic, professional approach to staff development helps the Technical University to attract and retain high-calibre of staff with the skills and competencies necessary to deliver its objectives. It is therefore committed to providing staff with development opportunities to ensure that individuals and departments are able to contribute fully to the achievement of the departments and Technical University's objectives in the context of the Strategic Plan.

2.0 Objectives of the Policy

The objectives of the staff development policy are to:

- i. Support the Technical University's strategic objectives;
- ii. Enable staff to satisfactorily perform and respond to changing working environment;
- iii. Enable staff members to enhance the necessary knowledge, skills and abilities to perform their duties;
- iv. Enhance the retention of high calibre staff;
- v. Provide support for career advancement;
- vi. Maintain and increase job satisfaction; and
- vii. Maintain and improve organizational effectiveness and efficiency.

3.0 Staff Development Strategies

The Kumasi Technical University intends to develop its staff through the following:

- i. Study Leave;
- ii. Conferences, Seminars and Workshops;
- iii. In-service training and Refresher Courses; and
- iv. Internship/Attachment.

4.0 Study Leave

i. **Full Time Study**

The Kumasi Technical University may grant study leave with pay in order to enable its staff to upgrade their knowledge and skills by going for further studies. In this case, the employee shall be bonded to serve the Technical University for a specified period as provided in the Technical University's Leave Policy.

- (a) Any member of staff who has finished serving his/her bonded period after study leave may qualify to apply for another study leave.
- (b) The Technical University may grant study leave with pay to employees who have served the institution continuously for a period of not less than 3 years.
- (c) At the discretion of the Technical University, staff may be granted study leave without pay where the staff is not eligible for study leave with pay.
- (d) Though study leave with pay can be granted in exceptional circumstances, the Technical University encourages staff to take responsibility for ensuring their own educational advancement and self development by active pursuit of scholarships, fellowships and other facilities.
- (e) The granting of study leave with or without pay shall be guided by the needs and future plans of the department where the applicant is working.
- (f) In the case of teaching staff, the Scholarship and Staff Development Committee shall take into

consideration the applicant's previous qualifications in relation to his/her new proposed area of study.

- (g) In all cases, needs of the department shall be determined by the Head of Department together with the Dean of the Faculty with the approval of the Vice-Chancellor.
- (h) Heads of Department shall be guided by the vision of the department, performance appraisal reports, observations, introduction of new technology and mounting of new academic programmes in determining the kind of skills, knowledge and competencies required by their staff.
- (i) An applicant for study leave with pay must not be more than 35 years if applying for first degree, 38 years if applying for a Master's programme and 48 years of age if applying for a PhD programme.
- (j) Applicants sponsoring themselves shall not be above the age of 50 years if applying for either PhD or Mastes Programme.
- (k) Notwithstanding the provisions contained in 'i and j', the Technical University through the Vice-Chancellor has the right to allow an employee above 50 years to further his/her education if the Kumasi Technical University will not incur any expenses related to his or her education and also, if it will not affect the employee's work with the Technical University.
- (l) The granting of study leave for further studies is subject to departmental convenience and for this reason, departments shall ensure that an adequate

level of staff is maintained. Study leave shall not be granted if output and service levels are likely to be significantly affected.

- (m) The decision for award of sponsorship to any staff for academic programmes, and the granting of full scholarship or partial scholarship to staff, shall be decided on its own merit and at the discretion of the Scholarship and Staff Development Committee subject to availability of resources.
- (n) Staff pursuing higher degree programme with full sponsorship from the Technical University shall complete the course of study within a period of up to four years in case of Terminal Degree (Doctoral Degree) and two years in the case of Researched Master's Programme.

ii. ***Part-Time Study and Sandwich Programmes***

- (a) Staff pursuing part-time or sandwich programmes are advised to inform the institution before commencing the programme.
- (b) The Directorate of Planning and Quality Assurance shall verify from the National Accreditation Board, the accreditation status of the institution and the programme.
- (c) The granting of scholarship for staff pursuing part-time and sandwich programmes will be at the discretion of the Scholarship and Staff Development Committee after satisfying itself that it is the best route which the staff should pursue the programme.

4.1 Procedure for Applying for Study Leave

- i. Staff applying for study leave to further their education should complete study leave application form (Appendix 1) which can be obtained from the University's Registry/website;
- ii. The applicant shall send the completed application form to his/her head of department who together with the Dean/Registrar will complete their section before forwarding it to the Scholarship and Staff Development Committee through the Chairman;
- iii. It will be the responsibility of the Dean/Registrar to forward the completed application form to the Chairman of the Scholarship and Staff Development Committee; and
- iv. Applicants who apply for study leave shall not leave their posts unless they receive an approval letter from the Registrar. Once the study leave is granted, the terms and conditions contained in the letter in relation to the sponsorship shall not be altered.

4.2 Extension of Study Leave

If an employee cannot complete his/her studies based on the stipulated period, he/she can apply for extension of up to one year by giving at least three months' notice in writing to the Scholarship and Staff Development Committee through the applicant's Head of Department

The applicant shall attach to the notice, a progress report from his/her supervisor indicating the work done, what remains to be

done and the time within which the remaining work is expected to be completed.

The University has the right to withdraw a study leave already granted if in the opinion of the Technical University the grantee is abusing such privilege by asking for more extensions after exhausting the one year extension period.

4.3 Types of Sponsorship from the University

Members of Staff who have the intention of pursuing further education are encouraged to seek external sponsorship (For example, Ghana Government Scholarship, GETFund Scholarship, Commonwealth Scholarship, European Union Scholarship, among others). However, where the University is sponsoring the staff, there are two types of sponsorship, namely, full sponsorship and partial sponsorship.

4.3.1 Partial Sponsorship

- i. Partial sponsorship applies when only some aspects of the cost of the programme are taken care of by the institution or the staff is only given study leave with pay.
- ii. It shall be the prerogative of the institution to determine which part of the cost it intends to absorb. Partial sponsorship shall be either tuition or living expenses (stipend).

4.3.2 Full Sponsorship

Full sponsorship is where all expenses connected to the programme are paid for by the University.

4.4 Sponsorship According to Place of Study

4.4.1 Local Institutions

If the Technical University is fully sponsoring the staff into a local institution, the Technical University may be responsible for the under listed:

- i. Monthly salary including allowances;
- ii. Tuition fees;
- iii. Thesis allowance equivalent to Two Hundred and Fifty dollars (\$250), which shall be paid once during the final year of study;
- iv. Accommodation allowance, however, staff staying in an accommodation provided by Technical University shall not enjoy such benefit. Nevertheless, if the institution of learning is outside the Ashanti Region, the University shall pay for a single suite student accommodation; and
- v. Book allowance:
 - (a) Staff who are beneficiaries of the Book and Research Allowance shall continue to enjoy such benefits and the Technical University shall not pay any Book allowance in addition to that.
 - (b) Staff pursuing First Degree or HND shall be paid an equivalent of Fifty (50) United States Dollars per semester for prescribed books.
 - (c) Staff pursuing Masters Degree and are not beneficiaries of Book and Research Allowance shall

be paid an equivalent of One Hundred (100) United States Dollars per semester for prescribed books.

- vi. Any other benefits stated in the employees' condition of service.

4.4.2 Institution Abroad

The University may award sponsorship from its own resources for programmes that cannot be easily accessed in a local institution. The under listed may be the components of the Technical University's full sponsorship for staff pursuing further studies outside Ghana:

- i. Monthly salary including allowances;
- ii. Tuition fees;
- iii. Thesis allowance of two hundred and fifty dollars (\$250.00), which shall be paid once during the final year of study;
- iv. Monthly maintenance allowance;
- v. A return economy air ticket payable once at the start and end of the programme;
- vi. Where the field of study demands that the student must travel to Ghana for data collection, a return ticket shall be provided. Such student shall continue to receive his/her stipend for a period not exceeding three months during the period of data collection;
- vii. The Technical University shall not provide for air ticket for any travels to Ghana unless it is within the above-listed components;

- viii. Warm clothing allowance of Two Hundred and Seventy Five (275) US Dollars shall be paid once to staff staying abroad in template countries for a period beyond three months;
- ix. Staff who are beneficiaries of the Book and Research Allowance shall continue to enjoy such benefit and the Technical University shall not pay any Book Allowance in addition to that; and
- x. Any other benefits stated in the employees conditions of service.

Note: For staff on study leave, the Technical University shall not countenance undue or excessive travel home.

4.5 Bonding Period after Study Leave

- i. A member of staff who receives sponsorship from the Technical University shall be bonded. Depending on the sponsorship, the bonding of the employee shall be as in table 1 and 2.

Table 1: Bond period for full sponsorship

Year(s) of Study	Bonding Period
One (1) year award	Two (2) years bonding
Two (2) years award	Four (4) years bonding
Three (3) years award	Five (5) years bonding
Four (4) years award	Six (6) years bonding

Table 2: Bond period for partial sponsorship

Year(s) of Study	Bonding Period for Partial Sponsorship
One (1) year award	One (1) year bonding
Two (2) years award	Two (2) years bonding
Three (3) years award	Three (3) years bonding
Four (4) years award	Four (4) years bonding

- ii. Any staff who enjoys sponsorship from the Technical University cannot work in any government institution unless he/she has finished serving the bond contained in his/her sponsorship letter.
- iii. Any member of staff who benefits from sponsorship of the Technical University without serving the bond contained in his or her sponsorship letter shall be asked to refund the full cost of the sponsorship, together with interest at the prevailing commercial rate.

4.6 Consent / Approval of Kumasi Technical University

Individuals pursuing programmes without the approval of the Technical University shall not be upgraded after their programme. Such individuals shall apply and compete for higher positions in case there is a vacancy in the Technical University.

5.0 Conferences, Workshops and Seminars

- i. The Technical University shall provide the opportunity for staff to attend conferences, workshops and seminars

as a way of developing their capabilities and adapting to the changes in the working environment. Such opportunities given to staff by the Technical University shall be in the form of partial or full sponsorship.

- ii. In the case of full sponsorship, the Technical University shall pay all expenses in connection with the conference, workshop or the seminar. For partial sponsorship, the Technical University shall pay the registration fees and transport.
- iii. To qualify for full sponsorship, the applicant should have served the Technical University for not less than three (3) years, while partial sponsorship shall be given to employees who had served the probation period as per the conditions stated in their appointment letter.
- iv. Notwithstanding the provision in 'iii', the Technical University shall determine whether a full or partial sponsorship should be awarded to any staff depending on availability of funds and cost of the conference, workshop or seminar.
- v. To apply for sponsorship, the applicant shall complete a conference, workshop or seminar application form which can be obtained from the Technical University's Registry.
- vi. The applicant shall submit the completed application form to the Scholarship and Staff Development Committee through the Vice-Chancellor.
- vii. For conferences, the Technical University shall consider only applications where there is evidence that the

applicant is presenting a paper and he/she is the lead author in case of joint authorship.

- viii. For international conferences, the Technical University shall not sponsor more than one (1) person in the same department. This is to ensure even distribution of funds so that no department is disadvantaged.
- ix. Notwithstanding the provision in 'viii', if the total applications received came from one department, consideration should be given to more than one applicant.
- x. The Technical University shall sponsor applicants once in a year for local conferences, workshops and seminars while international conferences shall be once in every two years.
- xii. The criteria to be used by the Scholarship and Staff Development Committee for vetting papers presented by applicants to attend conferences shall be based on the relevance of the paper, relevance of the conference, length of service of the applicant, service to community and the time the applicant is attending the conference.
- xii. The weight assigned to each criterion shall be 2 marks for relevance of the paper, 2 marks for relevance of the conference, and 2 marks for service to community while 1 mark shall be assigned to the time the applicant is attending the conference. The weight assigned to the 'length of service' of the applicant shall be between 1 to 3 marks depending on how long the applicant had served the Technical University.

- xiii. To qualify for sponsorship, the applicant should score points in all the areas and the total score of the applicant shall be 60% or more of the total marks.

6.0 In-Service Training and Refresher Courses

- i. The University shall develop its staff through in-service training and refresher courses in order for staff to be introduced to new processes or methodologies, abreast of trends and emerging technologies and acquire continuous professional education.
- ii. The University shall organize in-service training and allow employees to attend refresher courses after needs assessment has been conducted.
- iii. It shall be the responsibility of Heads of Department to identify their employees' training needs.
- iv. Heads of Department shall submit training needs of their staff for the ensuing year to the Registrar so that it can be factored into the University's budget.
- v. The Registrar in consultation with each Head of Department shall identify and draw the appropriate training programme for the Department.
- vi. The Registrar shall submit comprehensive training objectives, needs and programmes of the Technical University to the Scholarship and Staff Development Committee through the Vice-Chancellor for approval.
- vii. Where a training programme is approved, it shall be the joint responsibility of Heads of Department and the Registrar to see to its implementation.

- viii. Employees who benefit from the Technical University in-service training or refresher courses shall be required to submit a written report to their Heads of Department after the programme.
- ix. It shall be the responsibility of the Technical University to identify appropriate resource persons/facilitators to address the staff training needs identified.

7.0 Staff Industrial Training

Any internship embarked by staff of the Technical University should be beneficial to the intern and the department. The Technical University shall therefore consider the member of staff's academic qualification, area of research interest/teaching and his/her department before approval is given for such member of staff to go for the internship.

The Technical University shall be guided by the following policies in approving and granting staff industrial training:

- i. Staff shall liaise with the Industrial Liaison Officer through the Head of Department to identify the appropriate organization for the industrial attachment.
- ii. Once the appropriate organization is identified, the Industrial Liaison Officer shall write to the member of staff's Head of Department through the Registrar for the release of the staff.
- iii. The Registrar shall write to the organization where the staff member intends to go for industrial training, pledging the Technical University's support for the individual staff member to do the industrial attachment in that organization.

- iv. A staff member's request for industrial attachment shall be at the convenience of the staff member's department and the University and as such, the University has the right to defer industrial attachment requested by the staff member.
- v. As much as possible, staff of the University shall undertake their industrial training during school vacation. This is to enable staff concentrate on academic work and also for effective monitoring by the Industrial Liaison Office.
- vi. In all cases, staff should get the consent of their Heads of Department before proceeding on industrial attachment.
- vii. The University shall pay for the cost of transportation for staff on industrial training.
- viii. A staff of the University who completes industrial training in any period shall present a written report to his/her Head of Department highlighting the competencies acquired from the industrial training.
- ix. The written report shall be endorsed by the employee's Head of Department and forwarded to the Registrar for the employee's transportation to be paid.
- x. All Heads of Department shall keep data on industrial training undertaken by their staff and such data shall be forwarded to the Industrial Liaison Office. The Industrial Liaison Office shall use the data to provide information to the Vice-Chancellor about the competencies available in the University and what the Technical University lacks.

- xi. The University shall not countenance any act of impropriety by a member of staff on industrial attachment that is likely to bring the image of the Technical University into disrepute. Such acts of impropriety include but not limited to stealing, disclosing confidential information, assault, absenteeism, lateness and sexual harassment.

APPENDIX 1

Study Leave Application Form

KUMASI TECHNICAL UNIVERSITY



Please affix your
passport size
photograph here

Application for Study Leave

(For permanent employees only)

Applications must be submitted to Chairman of (Scholarship and Staff Development Committee, at least six months before going for the further studies):

Section A: To be Completed by the Applicant

1. Name of applicant.....
2. Job Title/Rank.....
3. Department..... Faculty.....
4. Date of Birth.....
5. Date of assumption of duty.....
6. Telephone Number.....
7. Email.....

8a. Please list all qualifications obtained as at the time of completing this application form

.....
.....

8b. How does the new qualification that you are seeking relates to the previous qualifications obtained?

.....
.....

9. Particulars of Study Leave

9.1 What is the purpose of the study leave?

To pursue:

- i. HND Programme in.....
- ii. Bachelor's Programme in
- iii. Master's Programme in.....
- iv. PhD Programme in
- v. Other Programmes (Specify)

Attach a copy of Admission Letter

10. When do you intend starting the programme?

- i. Name of Institution:
- ii. Country:
- iii. Duration of programme of study:
- iv. Full-Time Part-Time

11. What is the estimated cost per year?

12a. What type of sponsorship are you applying for?

Full Partial Self Sponsorship

12b. If Partial Sponsorship, what component of cost do you want the University to bear?

13. Describe briefly Research/Activities/Academic or other merits achieved at the University as at the time of making this application.

.....
.....

14a. Can the programme be pursued locally?

YES NO

14b. If NO, explain why the programme cannot be pursued locally.

.....

15a. Have you benefited from any sponsorship by the University?

YES NO

15b. If YES indicate the type of sponsorship:

.....

15c. Date and Year of Sponsorship:

16. If you were sponsored to pursue a programme of study, provide the following:

- i. Name of programme of study:
- ii. Name of Institution:
- iii. Year of completion:

17. Were you bonded? YES NO

If YES have you finished serving your bond? Please state the date
.....

18. Please list all responsibilities with the University as at the time of making this application

19. To what extent can your department, faculty or the University benefit if the study leave is granted?

Signature of Applicant

Date.....

SECTION B: To be completed by the Head of Department

20. How relevant is the applicant's proposed area of higher qualification to the current and future needs of the department?

21. Briefly describe the contribution by the applicant in promoting the department since he/she joined the Kumasi Technical University. This includes committees served at the department.

22. State how the applicant's current departmental responsibilities will be discharged in his/her absence.

23. In your view, how would you recommend the applicant for study leave? (Give Reasons)

Signature and Stamp of Head of Department.....

Date.....

SECTION C: To be completed by the Dean/Registrar

24. Please verify the information provided by the Head of Department and give your comments.

.....

Signature and Stamp of Dean/Registrar.....

Date.....

It is the responsibility of the Dean/Registrar to ensure that this application form is submitted to the Chairman of Scholarship and Staff Development Committee and should not be handed over to the applicant