ST. AUGUSTINE INTERNATIONAL UNIVERSITY STAFF DEVELOPMENT POLICY

1.0 Introduction

St. Augustine International University (SAIU) exists to provide an outstanding and distinctive intellectual social and physical environment to support research, scholarship and learning. The University recognizes that its success will depend on the quality of staff with relevant skills, knowledge and competencies. Quality staff are fundamental to the success of a University. SAIU will use professional approach to staff development in order to attract and retain high caliber faculty to achieve its Vision and Mission.

Developing the capacity of staff to improve on their job satisfaction and career prospects is one of the SAIU's key priorities. The University shall strive for excellence, uniqueness, growth and professionalism in order to attract and retain high caliber faculty. Staff Development Policy shall provide a broad range of opportunities to staff as essential aspect of planning, managing and working practice for programs and activities developed base on identified needs, consultative and ensuring staff contribution to the University strategic priorities. Staff development strategies are planned in partnership between staff and their supervisors and, where appropriate through the University's appraisal processes.

Staff development refers to policies, practices and procedures employed by the University to develop skills, knowledge and competencies of its academic and general staff to improve on their efficiency and effectiveness. Staff development plays a critical role in building the capacity of workforce of a University. The University is committed to provide opportunities to its staff members to develop their full potential and contribute fully to the implementation of the Strategic Plan.

1.1 Definition of terms

"Staff" mean all employees of SAIU with formal contract.
"Provision" means all types of development activities undertaken within and outside the University.
"Development activity" means any activity that result into personal development such as attending training courses and conferences, reading, job shadowing and working on projects.
"Continuous professional development" means regular tooling and retooling of staff to maintain their professional status.

1.2 Policy Statement

SAIU is committed to creating an environment that encourages development for all its staff members. In its process of nurturing talent, the University shall strive to attract and retain the best possible mix and high caliber students and staff, provide the best environment and support individual development.

As an academic institution, the University shall strive toward excellence in teaching and learning, research and community engagement and provide opportunities for staff to learn and develop their career. The university recognizes that the development of rounded individuals with a broad range of skills and interests is beneficial to not only the individual but the

university as well. This will enable the staff to enhance their knowledge, expertise and skills and be efficient and effective in their service progression.

Staff training and development is a means by which an institution workforce is adequately equipped with knowlwdge, skills and competencies to perform well in their work role in order to achieve the objectives of the institution. This may be achieved through a number of ways such as on the job learning, specific training, new projects and challenges, knowledge sharing with colleagues, job shadowing, secondment, mentoring, coaching, research and study, as well as participation in conferences, seminars, courses, professional qualifications and training events. It is important that access to staff development is fair, equitable and must benefit the department and the institution.

The policy seeks to encompass the whole University staff, while recognizing their scholarly Work in pursuit of academic excellence. Equally, development activity in pursuit of professional excellence is the responsibility of individual managers, supported and guided by their Head of Department/School. However, development that is deemed to be entirely work related and to the benefit of the institution or department shall be supported by the University.

1.3   Scope

This policy applies to academic and general staff of the University. Staff development shall embrace all forms of development activity including personal study, e-learning, internal or external studies, workshops, work shadowing and planned experiences. The University shall support individuals through various ways within the prevailing budgetary provision and identified training need.

1.4   Aims and objectives

The aim of staff development is to support the development of each individual staff and or group of staff to enhance the University's performance through improved efficiency and effectiveness.

To this end, the objectives of the policy are to:

a) Ensure that the academic and general staff are able to contribute towards the success of the University's strategic goals;
b) Strengthen and support academic and general staff career development;
c) Prepare academic and general staff for possible future challenges in the University;
d) Enhance the standard and performance of academic and general staff;
e) Improve and maintain job satisfaction, efficiency and effectiveness;

1.5   General principles

This policy is based on the following principles that should be adhered to by the responsible people for its implementation.

1) The University is committed to the principal of learning through which every staff are encouraged to learn in a conducive environment and contribute to continuous improvement of the University;
2) All University staff have equitable access to staff development opportunities in line with their jobs;
3) The University shall use staff appraisal processes to identify the training and development needs of individual staff;
4) Based on professional qualifications, discipline expertise, knowledge and prior experience, University staff shall initiate staff development activities that will enhance and facilitate learning;
5) Some staff development activity may be regarded as mandatory and legitimate;
6) All University staff members are eligible for staff development and the principle of equitable access, opportunity and participation applies;
7) Staff development and training is a responsibility of individual staff member, his/her supervisors/managers and the University;
8) It is the responsibility of the line managers and or supervisors to identifying staff development needs and ensure that such needs are met;
9) The responsibility for own learning, development of personal goals and mentoring others are on every staff member of the University;
10) Staff development shall draw from the knowledge, skills, professional discipline and expertise from within and outside the University;
11) Funding and/or study leave for the purpose of staff development must be approved by the line manager in consultation with the human resource and staff development committee;
12) Development activities should meet the agreed learning need, have clearly defined outcomes and be designed to cater for a range of learning methods; and
13) Evaluation of development activities shall be a priority.

1.6   Identification of needs

Staff development needs are identified in a number of ways:

1) Managers are expected to discuss and agree on staff development needs with each of their staff on annual basis as part of the appraisal Process;
2) The needs of the new staff of the University should be identified during the probation period;
3) The needs of staff taking up new role in the University should be identified, discussed and agreed upon;
4) Departmental need identification in the process of coming up with staff development plan;
5) Heads of Department observations and requests; and
6) Through staff opinion survey results.

1.7   Responsibilities

Training and development of staff shall be a responsibility of an individual, line manager, Head of Department, College management team, the Senate and the University Council.

1.7.1 The University Staff Development Committee

The responsibility for the implementation of staff development policy and program for the University rests with the Staff Development Committee, which advises the University Management Committee. The following are their roles and responsibilities:

1) Develop University Policy and strategic direction in relation to Staff Development;
2) Ensure that the University's strategic goals on Staff Development are communicated to the University community for purpose of planning, consistency and following strategic direction;
3) Review the annual staff development plans/priorities for the Colleges, schools and departments;
4) Monitor and evaluate Staff Development policy best practices throughout the University and ensure that quality staff development activities are delivered in a cost effective, efficient and equitable manner;
5) Coordinate central Staff Development activities and programs;
6) Provide broad policy direction in relation to the delivery of centrally provided staff development programs and appropriate charging arrangements;
7) Allocate and monitor the expenditure of the central staff development fund; and
8) Report to the University community on achievements in the area of staff development.

1.7.2 Heads of Department

The Deans and Heads of Department/School have responsibility for implementing Staff Development Policy and ensure that staff are given necessary opportunities to undertake appropriate training and development activities. They are responsible for:

1) Identifying and analyze staff development needs of the college, school, and individual staff members and develop and implement plans to meet these needs;
2) Establishing and disseminating priorities and plans for the department from which team and individual objectives and development needs can be identified;
3) Making budgetary provision for staff development opportunities and releases staff for approved activities;
4) Establishing a culture of learning and development through active encouragement of development for all staff in the department;
5) Being committed to the best practices of quality and continuous staff development ;
6) Ensuring that training opportunities are supported and the University shall apply the principal of equal opportunity for participation;
7) Advise on staff development activities including program content and promote information sharing and application of new skills or insights in the institution;
8) Evaluating the effectiveness of the University staff development strategies;
9) Implementing systematically the appraisal process so that staff development needs that are not met by the University can be brought to the attention of the University Staff Development Committee for action.

1.7.3 Line Managers

Line Managers are responsible for:

1) Ensuring that individuals have the opportunity at regular intervals, to discuss their Staff Development needs;
2) Giving staff constructive, honest and timely feedback on their performance and effectiveness;
3) Identifying individual and team development needs taking into account both the University goals and relevant aspirations of individuals;
4) Regularly considering the development needs of individuals or groups to respond effectively in addressing University challenges;
5) Establishing priorities taking into account the departmental and University priorities and the available resource envelop to meet such priorities;
6) Identifying appropriate opportunities for staff development;
7) Approving relevant staff development activities and making appropriate provision for staff release from their duties;
8) Briefing and de-briefing the University staff who participate in staff development activities for effective consolidation of their learning; and
9) Ensuring equal opportunities for all staff members to access staff development in the University.

1.7.4   Individuals

Individuals have a responsibility for their own learning and development and are expected to:

1) Reflect at regular intervals upon their performance and identify development needs to make them perform effectively and efficiently at their work;
2) Discuss with their Line Manager during staff appraisal meeting with an aim of establishing priorities in relation to their personal, departmental or University objectives;
3) Attend annual staff development review meeting where identification and review of training needs are discussed;
4) Take responsibility and full advantage of staff development opportunities of their own through creating personal development plan in consultation with line manager in the light of the college/departmental needs;
5) Apply newly acquired knowledge, skills and competencies to develop their careers and share such experience with colleagues;
6) Participate in staff development activities designed to enable the university meet its Vision and mission;
7) Enhance their professional status and standing through continuous professional development, membership of professional bodies and development of further qualifications, e.g. doctorate status;
8) Keep record of training and development activity undertaken in their respective department to facilitate staff development planning process;
9) Enhance their professional status through continuing professional development and acquisition of relevant qualifications;
10) Prior to undertaking any training or learning activity, discuss with their line manager or supervisor the expected outcomes and desired impact;

11) Participate in evaluation of activities, providing feedback to the manager on how useful training and development activities have been.

1.7.5 College Responsibilities

The College has a responsibility to:

1) Establish and disseminate staff development priorities and plans for the College;
2) Support staff development initiative at the University; and
3) Ensure equality of access to development.

1.7.6 University Senate Responsibilities

The University Senate has a responsibility to:

1) Ensure the development of staff development policy to support the University's strategic goals; and
2) Make resources available and necessary environment for effective staff development.

1.7.7 Human Recourse Responsibilities

The Human Resource Directorate has a responsibility to:

1) Lead the development and review of staff development policy to support the University's strategic goals;
2) Coordinate staff development activity in the University;
3) Manage and deliver induction events for new staff into the University;
4) Advise on equitable access to staff development opportunities for all staff;
5) Monitor the implementation of staff development activity in the University; and
6) Provide guidance on staff development, develop networks, share information and resources and promote good practice in the University.

1.8 Procedures

1.8.1 Entitlement

1) All staff members are entitled to access staff development opportunities and induction program;
2) Access to staff development is at the discretion of the line manager, the Principal, the Dean and Head of department who will aim to ensure equality of opportunity throughout the department;
3) Staff development activity will be monitored by the human resource and staff development committee to ensure fairness and equity of treatment under this policy; and
4) Staff development activities shall be conducted using staff development plan to guide the process and avoid creating shortage of staff in running university activities.

1.8.2 Staff Development Request

1) All requests for staff development must be done in writing stating clearly the justification of the training endorsed by line managers; and
2) Development events can be requested for individual, teams and departments where it is deemed appropriate.

1.8.3 Absence/withdrawal

1) In case a member of staff fails to attend or withdraws from a staff development training, he/she will be required to reimburse in full any costs paid by the University. This will be reviewed on a case by case basis and will take into account any mitigating circumstances;
2) Where a member of staff on staff development requires cover, the Dean/Head of Department, the line manager and Human Resource Directorate should work together to provide the cover; and
3) No additional resources will be provided for staff cover by the Staff Development unit or Human Resources Directorate.

1.8.4 Funding Staff Development Activity

1) Staff members on staff development are encourage to source for funding to finance their training activity; and
2) All departments shall have identified staff development budget under their control to support the development activity of staff within the department; and
3) The University shall have a provision for staff development in its budget line for eligible staff members to access. Once funded by the University, the staff shall be bonded for the period they took while on the training program or pay in lieu.

1.8.5 Time allowances

As a general principle, the departments should consider individuals taking time away from the workplace to:

1) Attend external training;
2) Sit any related examinations;
3) Undertake projects, study visits, field practice as essential part of training; and
4) Individuals must gain agreement from their line managers before taking time for these activities.

1.8.6 Study & Examination Leave

1) Any Staff on staff development sitting examinations is entitled to take study or examination leave with pay; and
2) All study and examination leave is granted in addition to annual leave entitlement, but must be agreed upon by the Principal, the Dean and Head of Department and a record of this leave sent to Human Resources Directorate.

1.8.7 Conference Attendance

1) Where a department has a budget for conferences or staff development, it will be its responsibility to sponsor their staff in the field of expertise to attend such conferences;
2) Conferences directly related to duties and responsibilities expected to be performed by an individual staff can be funded by staff development unit.
3) Where a department has no conference budget, requests may be made to staff development unit, subject to availability of funds; and
4) A maximum of two places per conference may be funded by staff development. Any other places will have to be funded by departments.

1.9   Implementation Framework

The implementation of this policy shall take into account of the need to recruit quality staff, carry out induction, training and provide them opportunities to develop, be appraise and given chances to progress on appropriate career pathways.

1.9.1   Equity

Staff Development opportunities shall be accessible to all on an equitable basis and where appropriate, the training should accommodate any specific needs of employment disadvantaged groups or draw attention to equity issues.

1.9.2   Staff Development Performance Indicators
The following shall be used to measure of performance indicators in the assessment of the impact of staff development activities:

1) Evaluation results of participation in the induction program of the University;
2) Evaluation results of participation in the staff development program;
3) The number of staff attending staff development programs;
4) The number of academic staff who were subsequently promoted after participating in career development programs.

1.9.3   Monitoring and Evaluation

Staff development policy implementation and its effectiveness shall be through reviews at various levels and responsibility as follows:

1) Each member of staff is encouraged to maintain a personal development plan with details of specific development activities undertaken;
2) The Principal, the Deans, Heads of Department and Human Resources Directorate overseeing the planning and management of staff development shall monitor and evaluate the outcomes of staff development in the University;
3) The Principals, the Deans and Heads Department shall produce an annual evaluation report on staff development activity;
4) The Principals, the Deans and Heads of Department shall provide information for the future staff development needs to help in the planning and resource allocation;
5) The Human Resources Directorate shall oversee the management of systems and processes to support the planning, promotion, co-ordination and review of staff development;
6) The Staff Development Committee, in collaboration with the Management Committee shall periodically reviews and updates the university's Staff Development Policy and its implementation;
7)

1.10   Staff Development Policy Review

The Staff Development Committee will review this policy and its implementation strategies every three years.

1.11   Effectiveness of the Guidelines
This Policy will be effective from the date of approval by the University Council.