

GUIDELINES ON STAFF TRAINING AND DEVELOPMENT FOR JUNIOR AND SENIOR STAFF

INTRODUCTION

Some provisions have been made for staff training and development in the conditions of service for Junior and senior staff. However, the provisions do not address certain specific issues. In view of this, the management of the University College decided to provide the following guidelines based on the training regulations of the University College to guide management when taking decisions on matters relating to staff training and development.

1. GRANTING OF LEAVE/PERMISSION TO STAFF TO STUDY

1.1 Methods/mechanisms

1. Study leave with pay;
2. Part-time study leave with pay, mostly for Senior Members;
3. Study leave without pay;
4. Study leave with partial sponsorship;
5. Approved paid day release/permission to combine work with studies;
6. Distance education, weekend schools and sandwich courses.

1.2 Conditions to be met by applicants

1. The nomination of an employee for training lies with the employer on the recommendations of his/her Head of Department (i.e. with the help of the employee's performance appraisal) not the employee;
2. The applicant must normally be at the level of Administrative Assistant and above to qualify for study leave to pursue higher education;
3. The applicant must declare his/her intention to pursue further studies by December preceding the date of commencement of the course;
4. Application(s) for study leave/permission to combine work with studies, endorsed by the Head of Department/Unit/Section must reach the Registrar and be approved by him before the official commencement of the course;

5. Staff may apply for study leave with pay only after they have served the college continuously for a period of three years after confirmation of appointment;
6. A training award may be given only when the proposed course of study is directly relevant to the employee's work in the university college, and to be pursued in a public university; unless the course is not available in a public university.

1.3 Sponsorship

1.3.1 Full sponsorship

This involves

- i. Payment of fees (academic facilities, examinations, and other academic related fees etc.) upon submission of receipt;
- ii. Payment of monthly salary throughout the period of study;
- iii. Payment of book grant as stated in the Unified Conditions of service for unionized staff.

1.3.2 Partial sponsorship

This may involve

- a) Payment of only monthly salary throughout the period of study;
- b) Release and work cover arrangements made for staff to use part of their official working hours to attend lectures – e.g. permission to combine work with studies;

NB: Recent discussions and new thinking about issues concerning staff training and development in the college suggest that permission to combine work with studies is a form of sponsorship since the staff use part of their normal official working hours to train themselves for higher qualification.

2. **WORKSHOPS, SEMINARS AND CONFERENCES**

2.1 **External workshops, seminars and conference**

These are training programmes organized by other organizations/institutions, etc. (e.g. UEW) which some staff (i.e. those who require such training) are sponsored to attend.

2.2 **Internal workshops/ seminars**

These are training programmes organized internally for staff.

2.3 **Sponsorship for participation in workshops/seminars/conferences**

This covers the workshop/seminar/conference fee.

3. **RECOMMENDATIONS**

3.1 **Sub-Committee on Training and Development**

3.1.1 The college needs a Training and Development Committee. Steps should be taken to set up the Committee. When set up, the Committee should consider applications for training and development as well as other related issues and make recommendations for consideration by management.

3.1.2 The Head of the Performance, Education and Training (PET) Unit (who should be working closely with the other Heads) should see to the day to day management of the training and development budget and implementation of training and development policies and decisions.

3.1.3 Should a member of staff feel that he/she is being treated unfairly with respect to undertaking staff training and/or development activity, he/she should make an appeal to the Committee.

3.2 **Appraisal**

The University College should try as much as possible to use appraisal procedures to identify staff training and development needs and possibilities.

3.3 **Funding**

- 3.3.1 Presently the university college does not have a specific source of funding for the training and development of its staff. It is therefore recommended that 5 percent of all the funds that the management receives for the development of the university college should be set aside for staff training and development. Since the university college receives funding from the government they should make provision in their budgets for sponsoring staff especially degree programmes.

3.4 **Implementation of recommendations**

To enable the university implement recommendations relating to staff training and development without problems, the college should ensure that they are communicated to the staff before implementing them.

3.5 **Study leave with pay**

- 3.5.1 The university college should continue to initiate the process of training of its qualified staff and grant them study leave with pay as and when necessary. All requests for study leave with pay should be approved by the Registrar on the recommendation of the Jayee Staff and Development Committee.

- 3.5.2 However, it must be noted that it is only when the conditions stated in section 1.2 above are met and a copy of the admission letter submitted to the Registrar that an application for study leave with pay can be considered.

3.5.3 **Unqualified applicants**

An applicant who does not qualify for study leave with pay may apply for study leave without pay or resign his/her post. Re-engagement will be dependent on availability of vacancy at the appropriate level.

3.5.4 **Bonding**

For full-time study leave: An employee who is granted study leave with pay should be required to return to the service of the college immediately after the leave to serve a bond as follows:

- One year study leave with pay – the employee should serve the university college for a continuous period of at least two years;
- Two years study leave with pay – the employee should serve the university college for a continuous period of at least four years;
- Three years study leave with pay - the employee should serve the university college for a continuous period of at least six years.
- Four years study leave with pay – the employee should serve the university college for a continuous period of at least eight years.

For partial sponsorship: An employee who is given partial sponsorship should be required to return to the service of the college immediately after completing the programme to serve a bond as follows:

- One year study leave with pay – the employee should serve the university college for a continuous period of one and half years;
- Two years study leave with pay – the employee should serve the university college for a continuous period of three years;
- Three years study leave with pay - the employee should serve the university college for a continuous period of four and half years.
- Four years study leave with pay – the employee should serve the university college for a continuous period of six years.

3.5.5 If an employee fails to meet the conditions on which he/she was sponsored, including serving a bond, he/she should be sanctioned and required to refund the total cost involved in the sponsorship.

3.6 **Part-time study leave with pay**

3.6.1 This type of leave may be given to an employee in exceptional cases. Such an employee should be someone who actually requires further training and has met the conditions stated in section 1.2 above but cannot proceed on fulltime study leave due to shortage of staff and/or the essential/peculiar nature of his/her work schedule, services, role and responsibilities. On the other hand, if the programme is self-initiated and self-approved but relevant to the employee's work the college may release him/her daily to attend lecturers without bearing the cost of training. In both cases, the employee will serve a bond appropriately.

3.6.2 An employee who is granted part-time study leave with pay should forfeit his annual leave.

3.6.3 Regarding examination leave, he/she should be given four (4) weeks for both revision and the examination. In addition, he/she may apply for a maximum of 10 days casual leave.

3.6.4 **Unqualified Applicants**

Administration must ensure that the above leave is not given to applicants who are actually not qualified for study leave with pay. Special considerations may be given. However, it is advised that in such a case, the employee should be granted permission/paid day releases to enable him/her combine work with studies (see 4.5 below).

3.6.5 **Bonding**

Any employee who is granted part-time study leave with pay should be required to return to the service of the University College immediately after the leave to serve a bond as follows:

- One year study leave with pay – the employee should serve the college for a continuous period of one and half year;
- Two year study leave with pay – the employee should serve the college for continuous period of three years;
- Three years study leave with pay – the employee should serve the college for a continuous period of four and half years;
- Four year study leave with pay - the employee should serve the college for a continuous period of six years.

3.7 Study leave without pay/unpaid leave of absence purposely for studies

3.7.1 An employee who is not qualified for study leave with pay may apply for study leave without pay or leave of absence or resign his/her post.

3.7.2 On completion of the course, re-engagement of such employees should not be compulsory; it should be dependent on availability of vacancy at the appropriate level.

3.8 Permission (approved paid day release) to combine work with studies

3.8.1 The above is the case where employees are encouraged to train and develop themselves by permitting them to close earlier than the official closing time to attend lectures/class in the afternoons at institutions of their choice.

3.8.2 In this case, the university college should not bear the cost of training; it may pay them their full monthly salaries.

3.8.3 It must however, be ensured that employees being granted permission to combine work with studies have met the following conditions:

- Senior staff must have served the college continuously for not less than three (3) years; junior staff must have served continuously for not less than five (5) years.
- The Applicant must declare his/her intention by December before the date of commencement of the course (in August).

- Actual application for release with the consent of the applicants' Head of Department should reach the Registrar before commencement of the course.

3.8.4 **Bonding**

Since staff uses part of their official working hours to train themselves to obtain certificates, permission (i.e. approved paid day release) to combine work with studies should be considered as a form of sponsorship. Therefore, an employee who is granted such permission (i.e. approved paid day release) should be required to return to the service of the university college immediately after completion of the course to serve a bond as follows:

- One year permission – the employee should serve the college for a continuous period of not less than one year;
- Two years permission – the employee should serve the college for a continuous period of not less than two years;
- Three years permission – the employee should serve the college for a continuous period of not less than three years;
- Four years permission – the employee should serve the college for a continuous period of not less than four- years.

3.8.5 **Annual / examination leave**

Staff who are permitted or released daily to combine work with studies should forfeit their annual leave. They should be granted three (3) weeks for both revision and examination leave each semester.

Any staff member who needs more days may take part of all the ten (!0) days casual leave, in addition to the three (3) weeks granted.

3.8.6 **Closing time**

This should be based on the time-table and the location of the applicant's institution as well as estimated time involved in commuting from his/her department/unit/office to the institution. The release will also depend on his/her work schedule.

3.6.7 **Upgrading**

Upgrading of staff who are granted permission (i.e. approved paid day release) to combine work with studies, should be dependent on a availability of vacancy at the appropriate level and passing an interview after successful completion of their programmes.

3.9 **Distance education, weekend programmes and sandwich courses**

3.9.1 Some staff members may require training but, due to the nature of the training, their work schedules and/or the fact that they need to be at post at all times during the normal official working hours, the first 5 options in section 1.1 above may not be convenient to them and the college. Such staff members may be sponsored to do either distance, weekend or sandwich programmes.

3.9.2 If the training is initiated by the college, and the employee meets the conditions under sections 1.2 and 3.5, then the college may sponsor him/her. The employee may apply for examination leave. He /she will not forfeit his/ her annual leave like those who combine work with studies (see item 3.8.5 above on annual/examination leave. He/she should be bonded appropriately on completion of the course.

3.9.3 **Un-sponsored employees**

The conditions in section 1.2 should not apply to unsponsored employees, who pursue any of the above.

3.9.4 However, since the college may grant them examination leave (i.e. 4 weeks in addition to the number of days required by the examination time table) as stipulated in article 20.3 of the Condition of Service of the college, they should be bonded on completion of the course. The bond should be commensurate with the total number of month(s)/years of

examination leave granted/to be granted (e.g. 1 month continuous service for 4 weeks or 1 month examination leave).

3.10 Relevant courses that are only available at Accra City Campus of the University of Ghana

3.10.1 Some courses may be relevant to one's job but may not be available at the Legon campus and other public higher education institutions in Ghana. They may be available at the Accra City Campus as well as private and other non-public higher educational institutions. These are rare, but in case an employee really needs to pursue such a course it may be initiated by the employer (College). He/she may be considered for any of the following:

- (a) Full-time study leave with pay, if complete absence of the employee will not lead the job area into any undue staffing inconvenience;
- (b) Part-time study leave/partial study leave or study leave with partial sponsorship, if complete absence of the employee will be detrimental to the job area;
- (c) Either distance education, weekend programmes or sandwich courses, with full sponsorship especially if the employee has to be post at all time during the normal official working hours.

NB: In such cases, the terms stipulated for those pursuing approved/sponsorship course at Legon campus should apply.

3.10.2 Once the training is initiated by the employer (university college), the relevant conditions in sections 1.2 and 1.3 above should apply.

3.11 Staff who are fully qualified for study leave but are unable to pursue studies at the university college

3.11.1 Some staff of the university may qualify for study leave in terms of length of service, but decide, and are permitted by the college to attend private and other non-public higher educational institutions with permission (i.e. on approved paid day release basis). In most cases, this happens because they are unable to gain admission to either the university college or other public higher educational institutions.

3.11.2 The college does not bear the cost of training at private and other non-public higher educational institutions because of the high cost of tuition. But, in order to encourage staff who find themselves in this situation, the management may:

1. Permit them officially to combine work with studies;
2. Pay them an amount equivalent to the yearly academic facilities user fees paid by a sponsored student at the college.

3.12 Frequency of granting study leave/permission

In considering applications of staff for study leave/permission to combine work with studies, the college recognizes that frequent granting of such leave/permission can lead to staffing problems which should be avoided.

3.12.1 Sponsored employees should be bonded appropriately to serve the college on completion of the course. They may usually not be considered for another study leave until they finish serving their bond. There may however, be special consideration.

3.13 External Workshop, seminars, conferences

3.13.1 The University College should continue to sponsor its staff to participate in external workshops, seminars and conferences that are directly relevant to their jobs. Performance appraisal should be used to determine which workshop, seminar and conference an employee should be sponsored to attend.

3.13.2 Regarding T and T allowance, it is recommended that a senior staff member who attends a workshop, seminar or conference for 1-5 days should be paid a T and T allowance of Twenty Ghana Cedis (Gh¢20.00) per day. Any additional day should attract half of the rate (i.e. Ten Ghana Cedis GH¢10.00). A junior staff member should be paid Fifteen Ghana Cedis (GH¢15.00) per day for 1-5 days. Any additional day should attract half of the rate (i.e seven Ghana Cedis and Fifty Pesewas GH¢7.50).