

**KABALE UNIVERSITY POLICY  
ON  
PROMOTING STAFF ACADEMIC GROWTH AND  
PROFESSIONAL DEVELOPMENT**

**May 2017**

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## **EXECUTIVE SUMMARY**

This document is a policy statement that describes Kabale University policy on promoting staff academic growth and professional development within the framework of stated guiding factors. It contains general provisions on the process of promoting staff academic growth and development together with specific guidelines on operational procedures and regulations governing the staff training and development process at the University.

*Section One* provides the meaning of terms and expressions as used in this document. It also specifies the scope of this policy as well as specifying the underlying factors that inform the policy described here including the factor of academic staff training for doctoral degrees as a high priority area and pre-requisites for academic growth and professional development, among others.

*Section Two* outlines the objectives of the policy.

*Section Three* is the core of the policy and it describes the main provisions of the policy together with proposals as to how the University intends to promote the academic growth and development of its members of staff. The main focus here is on the commitment of the University to promote staff academic growth and development, identifying staff training and development needs, supporting academic research and publications, providing incentives to study for higher degrees, including rewards for achieving a higher degree qualification, setting out academic conditions for continued employment of a member of staff and specifying the role of Departmental and Faculty and Institute structures as agencies for promoting staff academic growth and professional development.

*Section Four* gives details of how the policy will be implemented. Among other things, the policy provides for the creation of an infrastructure containing the relevant policy implementing agencies including provision for a staff training and development unit within the Human Resource Directorate, a Senate Human Resource Staff Training and Development Committee chaired by the Vice-Chancellor, Staff Training and Development Committees at Faculty and Departmental levels chaired by the relevant academic heads. This section also provides a framework for operational and regulatory guidelines governing the identification of members of staff to be placed on the staff training and development programme, specification of Staff Training and Development categories, as well as application procedures for study and sabbatical leave and related financial arrangements.

## SECTION 1 PRELIMINARIES

### 1.1 Background: Staff Academic Growth and Development at Kabale University

At one of its meetings, Senate discussed the academic growth of staff at the University. Among other things the senate meeting considered the role of research and publications in a university setting such as Kabale University. The meeting noted that as integral aspects of the activities of academics, research and publications contribute to the academic image of not only individual academics but they also contribute to the collective visibility of the University as a whole. However, it was also sadly noted that most academics at Kabale University appear to show a pointed lack of interest in research and publishing. Up until then official records had shown that only a tiny minority of academics occasionally engaged in research, a factor which contributes to lack of staff academic growth and development. How can staff be motivated to do research and publish? What factors hinder staff academic growth and development? What factors actually contribute to staff academic growth and development? Such questions suggested that little was known about the issue of staff academic growth and development at Kabale University. Accordingly, it was agreed that there was a need for a situation analysis of the academic status of staff at the University at that time.

In view of the above concerns, Senate set up an ad hoc committee to review the academic status of the current staff of the University and make recommendations on how to achieve the promotion of their academic growth and development. A report of the ad hoc committee was considered and adopted by Senate which forwarded it to Council for approval. Council approved the report and directed that it be used as the basis for developing the University's policy on promoting staff academic growth and development. This policy document is a response to the relevant Council directive.

### 1.2 Operational definitions

The terms listed below are used in this document with the specific meanings assigned to them as follows:

- (1) **Academic head:**  
covers Faculty Deans, Institute Directors and Heads of Department
- (2) **Academic growth:** refers to the progression through the academic hierarchy from the lowest rank, i.e. Assistant Lecturer to the highest, i.e. Professor
- (2) **Academic development :**  
involves active and visible participation in teaching, research and publication, seminars, workshops ,conferences, study leave and, where appropriate, sabbatical leave
- (3) **Staff development:**  
embraces policies, practices and procedures designed to develop the knowledge or competencies, skills and attitudes of staff members in order to enhance the effectiveness and efficiency of an individual member of staff and the University in general.
- (4) **Member of Staff:**  
refers to an individual employed by the University on a full-time basis as an academic, administrative staff or support staff.
- (5) **support staff:**

refers to a category of members of staff who are neither academic nor administrative including all categories of technical staff

**(7) *the University*:**

in all its occurrences here, *the University* refers to Kabale University.

### **1.3 Application**

This policy applies to Kabale University staff members employed on a full-time basis.

### **1.4 Guiding Factors**

This policy document is based on the following guiding factors

#### **1.4.1 Staff training and development**

One of the key factors in promoting staff academic growth is training. Staff training and development contributes to the development of enhanced competencies, enhanced performance, leadership skills, motivation, loyalty and positive attitudes of staff members.

#### **1.4.2 Academic staff training for doctoral degrees a high priority area**

The current distribution of academic ranks in the University is heavily skewed towards the lower levels with Teaching Assistants and Assistant Lectures constituting the bulk of academic members of staff. There is therefore a need to address this situation by giving high priority to training members of staff to attain doctoral degrees in all disciplines.

#### **1.4.3 Pre-requisites to academic growth and development**

Enhanced academic competencies and skills are pre-requisites to the academic growth and professional development of the University's members of staff

#### **1.4.4 Staff engagement in research and publications activities**

Academic growth and development of staff members crucially depend on their active engagement in research and publications activities

#### **1.4.5 Staff academic growth and professional development is a process**

The University recognizes that staff growth and development is a continuous process. The success of such a process depends on a set of systematic guidelines and procedures to be followed in assisting staff members to achieve their fullest potentials as academics and administrators.

#### **1.4.6 Need for a policy on promoting academic staff growth and professional development**

The University recognizes the need to develop a policy to promote the growth and development of its members of staff within the framework of these guiding factors. The training guidelines and procedures outlined here constitute the University's policy on promoting the academic/administrative growth and professional development of its members of staff

### **1.5 Review of the Policy**

The policy of promoting staff academic growth and development shall be reviewed every three years

## **SECTION 2 POLICY OBJECTIVES**

### **2.1 Fundamental Objective**

The fundamental objective of this policy is twofold. First, to uphold the vision and mission of the University as well as fostering its values. Second, to reiterate the University's commitment to providing an enabling environment for the academic and professional growth and development of its members of staff and to provide information on how the University intends to translate its commitment into tangible action.

### **2.2 Specific objectives**

This policy aims at achieving the following specific objectives:

- (1) To ensure the integration and uniformity of all human resource development initiatives, practices and processes.
- (2) To redress the imbalance in equity and equality resulting from past practices, including but not limited to gender equality.
- (3) To ensure rational and optimal use of resources available for human resource development.
- (4) To ensure a highly competent and skilled workforce of members of staff.
- (5) To provide training opportunities to members of staff to assist them towards their academic growth and development
- (6) To provide guidelines on procedures and regulations governing staff training and development

## **SECTION 3 THE POLICY: GENERAL PROVISIONS**

### **3.1 University Commitment**

The University is totally committed to providing its members of staff with training opportunities to achieve excellence in teaching, research and publications and in the area of administration, thus promoting staff academic growth and professional development. In view of this the University shall do the following:

- (1) Continue to operate an equal opportunities policy that does not discriminate against any members of staff on the basis of gender, disability or ethnicity
- (2) Promote a culture of learning that nurtures and encourages continuous learning
- (3) Ensure that its human resources are trained and developed in compliance with government regulatory requirements and as a strategy for skills development and employment equity;
- (4) Use education and training prudently and systematically in motivating individuals into excelling and fulfilling their potential for the mutual benefit of the University and themselves.
- (5) Ensure that staff members are provided with opportunities to become excellent teachers, scholars, researchers and professionals in their fields.



- (6) Ensure that staff members have access to information provided by the University on training opportunities and programmes for academic growth and to develop their managerial, leadership and technical abilities
- (7) Provide in-house training and development programmes, where appropriate, as a way of promoting the academic and development of its members of staff.
- (8) In certain cases, require that its own members of staff participate in in-house staff training programmes and their contribution shall be accordingly recognized
- (9) Support staff training and professional development with a view to enhancing their performance and output.
- (10) Provide members of staff with opportunities to access available forms of training including studying for higher degrees, attending short courses, conferences, seminars and workshops in order to promote their academic growth and professional development
- (11) Reserve the right to determine, vary and review the main priority areas of training

### **3.2 Staff academic growth and professional development**

The University shall promote the academic, professional and administrative growth and development of its members of staff by:

- (1) Providing training opportunities for junior staff to study for higher degrees
- (2) Providing opportunities for senior members of staff to enhance and consolidate their professional, technical and administrative competencies and skills
- (3) Supporting research and publication efforts of its members of staff
- (4) Training its academic heads in managerial skills
- (5) Training its academic heads in leadership skills
- (6) Providing continuous professional development to its members of staff

### **3.3 Identification of staff training and development needs**

The University recognizes that identification of staff training and development needs is a continuous process. Staff training and development needs will be identified through the following ways:

- (1) Management processes including academic performance reviews and teaching evaluation practices conducted in the Annual Staff Review and Appraisal exercise
- (2) Recommendations from academic heads and senior administrative staff
- (3) Training needs arising from new teaching and learning technologies
- (4) Personal identification by individual staff members

### **3.4 Academic Staff Research and Publications**

Research is by far the greatest contributor to staff academic growth and development. In view of this, the University shall put in place measures that encourage, motivate or even coerce academic members of staff to actively engage in research and publishing. Among other things, the University shall:

- (1) Provide for a budget line in its annual budget plans. to provide financial support to enable its members of staff to carry out research and publish the results of such research
- (2) Ensure that research carries heavy weight in considering members of staff for promotion
- (3) Support members of staff to attend local and external conferences, seminars and workshops
- (4) Blacklist members of staff who fail to take advantage of research funding opportunities provided by the University and other sources

#### **3.4.1 Monitoring academic staff research activities**

- (1) All academic members of staff shall annually disclose information on their research projects in the current year including source of funding, whether the project is individually or jointly carried out and the progress status of the project at the time
- (2) Every member of staff shall sign an annual performance contract with the University

#### **3.4.2 Teaching workload for staff engaged on a research project**

Heads of department, with Senate approval, may reduce the teaching workload of members of staff engaged on verifiable funded projects

#### **3.4.3 Academic Research Seminars and workshops,**

- (1) Academic units shall organize regular departmental/faculty/institute seminars to provide a forum for academic members of staff and postgraduate students to present papers related to their current research
- (2) Academic Heads shall also periodically organize seminars, workshops in their units to enable staff to reflect on academic growth and development issues and exchange information and views on such issues

#### **3.4.4 Academic Staff Progression and promotion**

- (1) Members of staff on the staff training programme for Masters or Doctoral degrees will progress to the next academic rank upon successful completion of their training.
- (2) Staff members at the rank of Senior Lecturer, Associate Professor or equivalent shall be promoted to the next rank provided they meet the prescribed number of publications for promotion.
- (3) Administrative and support staff may be promoted provided they meet the prescribe requirements for promotion

#### **3.4.5 Departmental/Faculty Journals**

- (1) As a short-term measure, the University shall endeavour to promote publication of peer-reviewed research done by its members of staff by financially supporting a University Journal

- (2) As a long-term measure, the University shall explore ways of becoming a publisher in its own right to cater for basic publishing needs of the University

### **3.4.6 Warning**

The University shall warn academic members of staff who persistently fail to do research and publish. A member of staff below the rank of Associate Professor who is warned two times during his or her contract period shall be referred to Council for appropriate action.

## **3.5 Continued employment of academic members of staff**

Continued employment of academic members of staff at the University shall take into account the progress made by a member of staff towards his or her academic growth and development

### **3.5.1 Teaching Assistants**

- (1) Teaching Assistants will remain in this position at the University for a period of time not exceeding three years to allow them to study for and obtain a Masters degree
- (2) A Teaching Assistant who has been on the staff training Programme for three years and fails to obtain a Masters degree without extenuating circumstances shall be referred to Council for appropriate action

### **3.5.2 Assistant Lecturers**

- (1) Assistant Lecturers will remain in this position at the University for a period of time not exceeding four years to allow them to study for and obtain a Doctoral degree
- (2) An Assistant lecturer who has been on the staff training Programme for more than four years and fails to obtain a doctoral degree shall have be referred to Council for appropriate action

### **3.5.3 Lecturers**

- (1) Lecturers shall stay in this position at the University for a period not exceeding four years to allow them to do research and accumulate the number of publications required for promotion to the rank of Senior Lecturer
- (2) A lecturer who spends six years or more without meriting promotion to the rank of Senior Lecturer shall be considered for discontinuation from University employment
- (3) A lecturer who reaches retirement age before promotion to the rank of Senior Lecturer shall be retired

### **3.5.4 Senior Lecturers**

- (1) Senior Lecturers shall stay in this position at the University for a period not exceeding four years to allow them to do research and accumulate the number of publications required for promotion to the rank of Associate Professor
- (2) A Senior lecturer who reaches retirement age before promotion to the rank of Associate Professor shall be retired

### **3.5.5 Associate Professors**

Associate Professors shall stay in this position at the University for a period not exceeding six years to allow them to do research and accumulate the number of publications required for promotion to the rank of Professor

### **3.6 Incentives for further study**

The University shall put in place incentives for its members of staff to study as provided for below:

#### **3.6.1 Rewarding achievement of a higher academic qualification**

In an effort to boost academic members of staff capacity which ultimately contributes to their academic growth and professional development, the University shall encourage its members of staff to take up further studies by rewarding achievement of additional qualifications in any of the following ways where applicable:

- (1) Promotion of a member of staff from a lower academic rank to a higher one
- (2) Salary increment
- (3) Continued employment by the University
- (4) Any other legal form of rewarding approved by Council

#### **3.6.2 Taking advantage of staff training and development opportunities**

- (1) Every member of staff shall be expected to take advantage of available training and development opportunities to work towards achieving their academic growth and development especially in the area of research and publications
- (2) A member of staff who consistently fails to take advantage of training and research opportunities offered by the University shall have no place in the University.

### **3.7 Supporting best practices**

The University shall promote staff growth and professional development to support best practices by:

- (1) Orienting new staff into the University's academic culture
- (2) Providing induction courses whenever the need arises
- (3) Supporting a culture of mentoring junior staff by their senior counterparts
- (4) Providing training in education practices including basic teaching methods, basic educational psychology, educational ethics, testing and assessment practices for members of staff who join the University without a formal professional teaching qualification.
- (5) Providing training in academic leadership for academic heads

### **3.8 Shared responsibility**

Responsibility for academic growth and development will be shared among three parties: each individual member of staff, the department to which the member is affiliated and the Management of the University.

### **3.9 Academic growth and development in Faculties/Institutes and Departments**

Academic heads shall be responsible for promoting academic growth and developments in the in units as specified below:

#### **3.9.1 Role of academic heads**

Academic heads shall be responsible for promoting the academic growth and development of members of staff in their units by ensuring that members of staff actively participate in activities designed to result in their academic growth and development

#### **3.9.2 Faculty Deans and Institute Directors**

Faculty Deans and Institute Directors shall ensure that academic growth and development in their units address and anticipate the needs of their units

### **3.10 Personal and professional development**

The University shall endeavour to provide generic professional development to address the needs of academic members of staff in their units in the following areas:

- (1) Communication skills
- (2) Academic writing
- (3) Time management
- (4) Career planning
- (5) Stress management
- (6) Problem solving
- (7) Team work

### **3.11 Academic leadership**

High quality teaching and learning at the University is dependent on highly qualified academic leadership. The University shall therefore ensure that its academic leaders are equipped with leadership skills and knowledge for effective and efficient performance of their roles.

### **3.12 Other provisions**

In addition to the provisions described in the preceding subsections, the following provisions shall also apply:

#### **3.12.1 Permission for leave of absence for training purposes**

Every member of staff shall obtain permission, wherever possible, to attend any type of training, irrespective of the source of funding, and shall maintain contact with the University Administration during and after the training, provided that such training is deemed to be relevant to the University needs.

#### **3.12.2 Bonding**

- (1) Beneficiaries of the Staff Development programme shall be required to sign a binding contract obliging them to return to the University for a minimum of three years to share the acquired knowledge and skills with the University community.
- 2) The contract shall contain a clause specifying punitive consequences for a member of staff who fails to honour the contract

#### **3.12.3 Financial Assistance**

The University shall provide financial assistance to members of staff on training according to need, nature of the training, the resources available and in accordance with the University budget provisions current at the time.

#### **3.12.4 Cost sharing of training expenses**

In certain cases, the University may require beneficiaries of the Staff Development programme to make a financial contribution to cover part of the cost of their studies for a higher degree

## **SECTION 4 IMPLEMENTING THE POLICY**

### **4.1 Policy Implementing Agencies**

For purposes of implementing the policy on staff growth and development, the University shall put in place an infrastructure comprising the following policy implementing organs:

#### **4.1.1 Staff Training and Development Unit**

The University shall establish a Staff Training and Development Unit to coordinate all activities related to staff training and development in the University. The Unit shall be headed by a Senior Administrative Officer in the HR Department

#### **4.1.2 Functions of the Staff Training and Development Unit**

The Staff Training and Development Unit shall perform the following specific functions:

- (1) Develop and review staff training and development programmes in consultation with heads of units in the University
- (2) Coordinate all forms of leave including study, contract and sabbatical leave
- (3) Monitor academic progress of staff members on training locally and abroad
- (4) Ensure that staff members on training programmes pursue earmarked training for which they were sponsored
- (5) Advise the University of the deployment of trained staff
- (6) Coordinate the preparation and review of Faculty/Institute budgets for staff training and development
- (7) Create and maintain an up to date database of information related to trainers, venues and costs of training programmes available, among other types of relevant information
- (8) Carry out, in consultation with heads of units, training assessment needs in order to ensure the desired match between training programmes and performance needs of the University
- (9) Liaise with different stakeholders including Uganda Government ministries, donor agencies and other development partners for cooperation in meeting the HR capacity building needs of the University
- (10) Disseminate information to various units in the University on staff training and development opportunities
- (11) Follow up on implementation of decisions of the Human Resource Training and Development Committee
- (12) Prepare and cause to be signed contracts between the University and members of staff proceeding for training. The contract shall specify, among other things, the commitment and obligations of each party, the type and duration of training, desired post-training period of service with the University and punitive consequences for a member of staff who fails to honour the terms of the contract.

#### **4.1.3 Staff Training and Development Committees**

There shall be established committees at Departmental and Faculty/Institute levels to initiate training within their units.

#### **4.1.3.1 Departmental Staff Training and Development Committees**

- (1) The Departmental Committee shall be comprised of the Head of Department (Chairperson), two representatives of academic staff (male and female), and a representative of the University Human Resource Directorate.
- (2) The Committee shall serve for two years after which a new Committee shall be elected by members of the Department.

#### **4.1.3.2 Faculty/Institute/School Staff Training and Development Committees**

- (1) There shall be Faculty/Institute Staff Training and Development Committees.
- (2) The Faculty/Institute Committee shall comprise of the Dean/Director who will chair the meetings, Heads of Department, a representative of academic staff, and a representative of the Human Resource Directorate. The Faculty/Institute Administrative Officer shall act as Secretary

#### **4.1.3.3 Role of Faculty/Institute Committees**

The role of the Faculty/Institute Committees shall be to:

- (1) Coordinate training in the Faculty/Institute;
- (2) Work out the Faculty/Institute priorities in training and make recommendations to the Staff Training and Development Committee;
- (3) Budget for staff training and development activities;
- (4) Keep a record of all training activities and interventions undertaken;
- (5) Liaise with the Human Resource Department on implementation of the Staff Training and Development programme.

#### **4.1.3.4 Human Resource Training and Development Committee**

- (1) There shall be a Human Resource Training and Development Committee
- (2) The Human Resource Training and Development Committee shall be a Committee of Senate
- (3) The membership of the Senate Human Resource Training and Development Committee shall be as follows:
  - (1) The Vice Chancellor, Chairperson;
  - (2) The Deputy Vice Chancellors;
  - (3) Faculty Deans/Institute Directors;
  - (4) One representative of the Academic Staff;
  - (5) One Senior Administrative staff representative;
  - (6) One Senate representative
  - (7) The University Librarian
  - (8) The University Secretary;
  - (9) The Academic Registrar;
  - (10) The University Bursar
  - (11) The Dean of Students; and
  - (12) The Director of Human Resource Unit who shall serve as the Committee's Secretary.



#### **4.2 General Regulations governing staff training and development**

- (1) To qualify for placement on Staff Training and Development Programme assistance, a member of staff shall be recommended by both the Departmental and Faculty/Institute Committees.
- (2) For further studies, a member of staff must have served the University in full-time capacity for *at least* two years, save in exceptional circumstances which will be determined by the University from time to time.
- (3) A member of staff who is not yet confirmed in the University service shall only be eligible for further training after serving **at least one year and on the following further conditions, namely, that:**
  - (i) The Department/Unit in which she/he serves lacks sufficiently trained personnel in specific areas of expertise;
  - (ii) Efforts to recruit suitably qualified personnel have been exhausted;
  - (iii) The member of staff has obtained a fully-funded scholarship from outside the University; or
  - (iv) A member of staff is admitted to Kabale University to study for a higher degree and continues to cover at least half of the normal workload.
- (4) A member of staff who qualifies for placement on the staff training and development programme shall be permitted to go for training where the workload in the Department/Unit can be managed without recruiting additional staff.
- (5) A member of staff who benefits from the Staff Development Assistance Programme shall be bonded to work for the University for a period of four years after completion of their studies
- (6) A member of Staff who proceeds for training within or outside Uganda shall be deemed to have taken a loan from the University equivalent to the financial support given and shall be required to refund it in full if she/he subsequently fails to return to the University service after completion of training.
- (7) A member of Staff who obtains a higher qualification and completes serving the University for the **bonded period** may, in exceptional circumstances, be considered for permission, and sponsorship, where possible to undertake another training programme.
- (8) Notwithstanding the conditions stated elsewhere above, all members of staff shall be eligible to attend work-place training programmes subject to:
  - (i) The personal and the University's development needs;
  - (ii) Recommendations from the Faculties/Departments/Units and to address specific professional skills.
- (9) The critical factors of age, gender, disability, performance and conduct of the member of staff shall be taken into account when considering an applicant for Staff Training and Development sponsorship.

#### **4.3 Financial support for members of staff on the Staff Training and Development programme**

- (1) Subject to the availability of funds, the University shall provide partial or full support to promote staff academic, administrative and professional development of its members of staff
- (2) All members of staff shall be eligible to apply for financial support for further study subject to the following criteria:

- (a) Whether the training for which funds are sought will enhance the job performance of the applicant
- (b) Whether the proposed training is in line with the departmental needs
- (c) Whether the training is supported by the academic heads in the Faculty/Institute where the Head of Department shall agree to release the member of staff for study leave for a specified period of time
- (d) Whether the Department can cover the duties of the member of staff intending to go on study/sabbatical leave

#### **4.4 Procedures for identifying members of staff on the Staff Training and Development programme**

- (1) An eligible member of staff shall apply to the Human Resource Staff Training and Development Committee through the Department and Faculty/Institute.
- (2) Departmental Staff training and Development Committees shall consider, in a transparent manner, and recommend to the Faculty/Institute Staff training and Development Committees a member or members of staff in their disciplines and areas of specialization who qualify to be on the Staff Training and Development programme.
- (3) The HR Staff Training and Development Committee shall then make final recommendations to the University Council.

#### **4.5 Staff Training and Development Categories**

##### **4.5.1 Staff Training for a higher degree**

Members of staff seeking to study for Masters and Doctoral degrees will be entitled to study leave under the following conditions:

- (a) Regardless of the source of funding, a member of staff intending to undertake any type of training on full-time basis shall apply to the Vice Chancellor, through the Head of Department, Dean/ Director for permission to go on study leave.
- (b) Permission for study leave shall be granted when the member of staff provides proof of admission, source of funding and compliance with the relevant requirements of this Policy.
- (c) The study leave granted shall not exceed the duration of the study programme.
- (d) Extension of the study leave may be granted only on recommendation of the Head of Department, positive report from the university supervisor, and on condition that member of staff has obtained the necessary funding to cover the period.
- (e) A member of Staff who goes for training without University permission or in violation of these regulations will have done so illegally and shall be liable to disciplinary action which shall include suspension, termination or dismissal

##### **4.5.2 Staff training for professional development**

This category covers the following two subcategories:

- (1) Members of staff who already possess a doctorate degree and are at the rank of Senior Lecturer and above.
- (2) Technical support staff including Information technologists, staff in the office of the University Bursar and Laboratory Technicians

#### **4.6 Regulations governing Staff Training Sponsorship at Kabale University**

- (1) To qualify for University Staff training and development assistance at Kabale University, the member of staff shall have served for *at least two years* on full-time basis at the University and the course, to be undertaken, shall be relevant to the member's professional and career development.
- (2) The minimum qualification of the member shall be at least a bachelor's degree Upper Second Class and above from a recognised degree-awarding institution.
- (3) A member of staff, sponsored under Staff Training and Development programme at Kabale University, shall undertake to continue with the normal work load and shall receive full salary.

- (4) The University shall contribute the tuition fees only. The other University financial charges/ requirements shall be paid by the member of staff.
- (5) A member who successfully applies for staff development assistance to train at the University shall sign the prescribed bonding agreement and undertake to serve the University for at least three years on completion of the study programme.
- (6) On successful completion of the training, the member of staff shall return to his/her previous position and may apply for promotion when opportunity arises in accordance with the staff promotion policy

#### **4.7 Regulations and procures related to Study Leave**

##### **4.7.1 Application procedures**

- (1) Any staff member intending to go on study leave or sabbatical leave shall first discuss their training plans and opportunities with their Heads of Department before enrolling for a course of study whether in-house or externally. Similarly, members of staff wishing to attend a seminar, workshop or conference outside the University shall also first discuss the matter with their Heads of Departments
- (2) All applications for study leave or sabbatical leave shall be addressed to the Vice Chancellor through the relevant academic heads

##### **4.8.2 Financial arrangements**

###### **4.7.2.1 Salary**

- (1) The University shall pay basic salary to a member of staff on study leave.
- (2) Allowance that is work-related shall not be paid to a member of staff on study leave.
- (3) The University reserves the right to stop payment of basic salary to a member of staff who fails to submit progress reports or fails to return to the University at the end of the study leave.
- (4) Disciplinary action shall be taken against any member of staff who fails to return to University service after the end of the study period and the University shall recover all training costs and salary paid to such a person during the study leave.

###### **4..2.3 Tuition and statutory fees**

- (1) The University shall pay in part or in full, as shall be decided from time to time, such tuition and other statutory fees required by institutions or universities or service providers for an employee sponsored by the University to attend academic, professional or work-related training.
- (2) The University may grant a waiver of tuition fees of an employee studying in any of the programmes offered at Kabale University.
- (3) The University shall not accept responsibility beyond the sum approved by the relevant organs.
- (4) In all cases, the beneficiaries of University funding shall be required to submit full accountability to the Director of Finance through the appropriate channels.
- (5) Failure to account for funds received shall lead to disciplinary action.

#### **4.7.2.4 Stipend for staff members on short-term courses**

- (1) A stipend shall be paid to a member of staff on a training programme for duration of more than three weeks at a venue that is more than thirty kilometres outside Kabale town.
- (2) Stipend will cover living costs like accommodation, subsistence, and transport between the institution and place of residence.
- (3) A member of staff on full sponsorship by a donor/development partner shall not be entitled to stipend or any other form of support from the University

#### **4.7.2.5 Textbook and stationery allowance**

- (1) The University may contribute towards books and stationery an allowance at the rate approved by the Finance Committee.
- (2) Payment of the allowance shall be made once whether it is for Masters Degree or PhD.

#### **4.7.2.6 Travel arrangements for Staff on Study leave**

- (1) The University shall provide a member of staff proceeding to further studies/training a return air ticket by the economy class.
- (2) The coupon of the ticket or boarding pass in case of an electronic ticket and a photocopy of the passport page indicating the exit and entry stamps shall be submitted to the University Accounting Officer.
- (3) Costs of inland travel shall be met by the University.

#### **4.7.2.7 Per diem for short term course training**

A member of staff attending a full-time short course, for a period not exceeding two weeks, at a location over thirty kilometres from Kabale University shall be paid per diem at the approved rates

#### **4.7.2.8 Miscellaneous expenses**

##### **(1) Medical Insurance**

The University shall pay medical insurance for an employee, sponsored by the University to study outside Uganda, whether in part or in full, at a rate approved by the Council.

##### **(2) Visa, transit fees, caution money and warm clothing**

The University may pay a lump sum to cover visa and transit fees, caution money and, where appropriate, warm clothing as determined by the University Council

#### **4.7.2.9 Co-sponsorship**

- (1) Subject to availability of financial resources, the University shall co-sponsor an employee on the following conditions:
  - (a) The host institution or sponsor allows for co-sponsorship;
  - (b) The host institution/ or development partner has offered funding of at least fifty per cent (50%);
  - (c) The other partner provides proof of their financial commitment.

- (2) The University financial contribution to such a member of staff shall be worked out for the entire period before she/he goes for the training.
- (3) A funding agreement shall be signed by the University and a member of staff

#### **4.9 Regulations and procures related to Sabbatical Leave**

Granting of sabbatical leave shall be governed by the following provisions.

##### **4.9.1 Eligibility**

- (1) For one to be eligible for sabbatical leave, she/he has to be on full-time terms of employment and at the rank of at **least** a Senior Lecturer/ Senior Research Fellow / Senior Librarian or Senior officer in the administration at Kabale University.
- (2) The member of staff must have worked at the University for an uninterrupted period of seven years.
- (3) If two or more members in a Department/Unit qualifying for the sabbatical leave, the member of staff who has served longer shall have a higher priority.
- (4) A staff member who will have been holding University administrative position for four years, on a continuous basis, and has had little time for research shall also be given priority.
- (5) Delivery of services in a Department shall not be compromised as a result of a member of Staff taking sabbatical leave.
- (6) Where a member goes for a year of further training/fellowship or assignment/secondment to other organisations or Government, the experience shall be considered as an equivalent of sabbatical leave,.

##### **4.9.2 Application Procedure**

- (1) A member of staff intending to go on sabbatical leave shall apply to the Vice Chancellor through the Department and Faculty/Institute.
- (2) The applicant shall include an acceptable research programme or professional activity to be undertaken during the sabbatical leave.
- (3) Where possible, the sabbatical leave shall be taken at a time most suitable for both the University and the member of staff
- (4) The applicant shall furnish the University with evidence of sources of funding when applying.
- (5) On completion of the sabbatical leave, the member shall submit a report of the work done during the period to the Vice Chancellor through the Head of Department and Dean/Director.

##### **4.9.3 Sabbatical Leave activities and duration**

###### **4.9.3.1 Sabbatical activities**

Sabbatical activities shall include: processing research data and publishing the results in form of articles, or books; consultancy work; curriculum development; and higher scholarly courses and will have to be verified and approved by the relevant staff training and Development committees

#### **4.9.3.2 Sabbatical leave financial arrangements**

- (1) A member of staff intending to take sabbatical leave may apply for funding from the University or an outside source.
- (2) A member who secures only an allowance for living and research costs during the sabbatical leave, from an external development partner, shall be entitled to full salary throughout the approved period of the sabbatical leave.

#### **4.9.3.2 Duration of sabbatical leave**

- (1) The normal duration of the sabbatical leave shall be one calendar year.
- (2) When a substantive Head of Faculty/Institute/Department goes on sabbatical leave for more than six months, the University shall appoint another qualified person to hold office

