Riara University
nurturing innovators

Staff Training and Development

PREPARED BY:	H.R. OFFICER	
APPROVING AUTHORITY:		
DATE:	January, 2016	

STAFF TRAINING AND DEVELOPMENT POLICY

1. Introduction

Riara University is an equal opportunity employer. This policy is concerned with providing training & development opportunities to all Academic and Administrative staff of Riara University. It will involve making training interventions and planning, conducting and evaluating training programmes. This is a strategic process which will be concerned with meeting RU and individual staff member's needs. The overall objective of the policies and procedures for Staff Development and Training is to enhance staff competence and also act as an incentive for staff commitment to the institution.

2. Aim

The overall aim of staff development and training is to ensure RU have and retain the quality staff needed to attain goals. To achieve this, it is imperative that everyone reaches the level of knowledge, qualifications and competence necessary for his/her effective discharge of his/her teaching, administrative and related duties.

3. Training Budget

The University will allocate budgetary resources to facilitate the implementation of the Training Policy. The Division heads will initiate the process of identifying Training Needs. These needs are derived from the Faculty/Departmental projections of required competencies and the personal development plans of the individual staff.

4. Training Needs

4.1 Forms of Training

The Faculty/Departmental Training needs, must take cognizance of the need for various categories of training:

a. On-job training

b. Short – term (<3 months)

c. Long-term (>6 months)

4.2 Process of Identifying Training Needs

There will be Faculty/Administrative **Departmental Training Committees** whose function will be to identify departmental training needs, suitable candidates and forward these to the **Staff Training & Development Committee** of the University. The Staff Training & Development Committee will in turn make recommendations to the University Management Board on the proposed training priorities and the corresponding staff to be trained.

5. Application Process

5.1 All applicants shall fill the training sponsorship request form (appendix 1) and forward them to the Faculty Training Committee for academic staff and Departmental Training Committee for administration staff.

5.2 The Faculty or Departmental Training Committees will consider the requests forwarded and make their recommendations per the university training needs and budgetary allocations and forward them to Division Heads.

5.3 The Division Heads will harmonize all requests in their respective Divisions and forward their recommendations to the Management Board for approval.

6. Faculty/Administrative Departmental Training Committee

Each Faculty & Administrative department will constitute a Training Committee whose functions shall be:

6.1 To identify departmental training needs in the context of the competency projections.

6.2 Generate a budget proposal to meet departmental training needs.

6.3 Identify suitable candidates.

6.5   Compile and prioritize personal development and training plans.

6.6   Submit and defend the departmental training requirements to the Divisions Head.

7. Ad-hoc Committee on Training

7.1   There will be an Ad-hoc committee on training and development that shall report to Management Board whose membership shall be:

Chairman: Deputy Vice Chancellor (Finance & Administration)

Secretary: Head of Human Resources

Members: Deputy Vice Chancellor (Academic Affairs)

                           Associate Principal

                           Financial Controller

                           Deans (school)

7.2   Functions

7.2.1   To consider, prioritize and recommend the University's training objectives.

7.2.2   To design selection criteria and recommend candidates for award of the Training Scholarships

7.2.3   To examine, evaluate and recommend proposed staff training programmes.

7.2.4   To consider and recommend conditions (sponsorship, leave, salaries, etc) attached to participation in the University's training support programmes

8. Eligibility

8.1   For a staff member to qualify for participation in the staff training programmes, the following conditions must be fulfilled:

8.2   The member of staff must be on contract or permanent employment and must have completed the probation period.

8.3   Training will be based on training needs of the university

8.4   The employee must be identified and recommended by the department, using the criteria compatible with University goals.

8.5   Members of the staff will lodge application for their dependents (spouse & legal children) and produce the following documents:

     a.   Application letter

     b.   Letter of admission

     c.   Fees structure

9. Staff Tuition Waiver

The University operates a tuition fee waiver for staff and their Dependants (Spouses & Children). The following conditions apply:

9.1   The waiver covers tuition fees only. Related costs (boarding, stationery, equipment, etc) remain the responsibility of the individual staff.

9.2   The waiver is limited to a maximum of four (4) beneficiaries per staff member.

9.3   The Tuition Waiver will be granted equally among successful applicants and is dependent on available budgetary allocations in every financial year.

9.4   Those doing professional courses, CPA, CPS will apply for reimbursements after completion which will be considered as in 6.3 above.

9.5   A member of staff should be on contract or permanent employment.

9.7 The waiver is valid for programmes offered at RU. Where the beneficiary undertakes diploma, degree or postgraduate academic programme of study in a recognized university of college; the University's obligations will be limited to the equivalent cost at RU.

9.8 All monies shall be paid directly to institution of study.

10. Study Leave

10.1 One will be considered to be on study leave when away for studies for a minimum of three (3) months.

10.2 Study leave shall be granted only by the University Council or the Vice Chancellor on its behalf on the basis of the needs of the University and the interests of staff development.

10.3 Study leave may be of any duration and on such conditions as the Council may determine, all of which shall be specified in the letter granting the study leave. Study leave may be granted to a member of staff on permanent and pensionable or contract terms of service.

10.4 The Ad-hoc committee of management on training will consider an application and advice the University Council.

10.5 The University Council shall have absolute discretion to accept or reject an application for study leave.

10.6 An employee granted study leave shall be bonded for a period equivalent to study leave granted.

10.7 An employee granted study leave forfeits his annual leave.

11. Expenditure by the University

11.1 An employee granted study leave will be paid 80% of basic salary.

11.2 In addition to the payment of salary, the University will meet the following expenditure:

11.3 Fees for approved courses and related tuition fees. (In some instances, a cost-sharing arrangement may be worked out with the member of staff).

12. Expenditure by the Employee

Employee will be responsible for meeting other learning expenditure.

13. Condition for Beneficiaries

13.1 Bonding

Employees who benefit from the University's Training Scheme under these provisions shall be required to enter into a binding bond to serve the University for a Period Equivalent to the time spent in training. The bond is administered by the Human Resource Department.

13.2 Satisfactory Progress

13.2.1 Staff on supported training programmes are required to pursue their studies diligently and successful complete the stipulated courses.

13.2.2 The university shall request in confidence for progress reports from the institution of study. Where the beneficiary does not make satisfactory progress, the University reserves the right to terminate sponsorship.

13.3.3 During the period of study, sponsored staff will be governed by the rules and regulations of both the hosting institution and Riara University. In case of adverse reports from the institution of study, one shall be subjected to normal disciplinary procedures and sponsorship will be terminated if the decision is negative and all expenses incurred by the University shall be paid by the sponsored employee.

13.3.4 A final report of completion should be submitted to the chairman of Human Resources &

14. Effect on Salary Progression

14.1   An employee will ordinarily continue to draw his/her substantive salary for the duration of the course. Any deductions due will continue to be made in the normal way.

14.2   Provided that an employee's work and conduct are satisfactory, one will be eligible to receive annual increment in accordance with the normal procedure.

14.3   An employee will be considered for promotion after completion of training.

Gender
Mainstreaming Policy

PREPARED BY:	H.R. OFFICER
APPROVING AUTHORITY:	
DATE:	January, 2016

GENDER MAINSTREAMING POLICY

Riara University (RU) commits to the following objectives geared towards ensuring mainstreaming of gender balance across all functions of the University:

1. ## RU COMMITS TO MAKE ITS STRATEGIC FRAMEWORK AND PERFORMANCE INDICATORS GENDER-RESPONSIVE

   Policy Objective: At the corporate level, to make the University's strategic frameworks and performance indicators gender-responsive to ensure that women and men benefit from the University's programmes, projects and activities. To achieve this, RU will:

   - Incorporate gender-responsive elements in the strategic framework and strategic plan to provide a greater rationale for gender within RU programmes and projects .
   - Articulate clearly men and women as targeted beneficiaries of RU programmes, projects and activities.

2. ## RU COMMITS TO TRAIN STAFF IN GENDER MAINSTREAMING

   Policy Objective: To train all RU staff in mainstreaming gender into RU projects and programmes. To achieve this RU will:

   - Develop appropriate tools and train RU staff to strengthen their capacity to undertake gender analysis and mainstreaming.
   - To extend gender mainstreaming training and the sharing of good practices with selected Trade Support Institutions (TSIs) and other partners, ensuring that gender mainstreaming moves beyond the design stage and into implementation practices.

3. ## RU COMMITS TO MAINSTREAM GENDER IN ALL PROJECTS

   Policy Objective: To mainstream gender in all RU programmes, projects and activities. To achieve this RU will:

   - Modify PQAG and other processes to incorporate ways of making projects and programmes gender sensitive.
   - Develop a realistic screening process to be undertaken by appropriate senior managers to ensure gender is adequately integrated into projects from the earliest design stage.
   - Incorporate women's input into consultations and project activities and implement projects in a gender-sensitive manner.
   - Ensure gender mainstreaming appears in the job descriptions (JDs) of RU programme and project staff as well as managers and others with supervisory responsibilities and is included in their work plans, performance evaluations and consultant's Terms of Reference.

4. ## RU COMMITS TO GENDER PARITY IN STAFFING AND TO CREATE AN ENABLING WORK ENVIRONMENT

   Policy Objective: To achieve gender parity in staffing at all levels and good work-life balance. To achieve this, RU will:

   - Ensure that both men and women have equal access to opportunities for recruitment, rewards, promotion, appointment into offices and committees, and all other HR activities
   - Provide training on and implement its gender policy to ensure that equal opportunities for women and men are secured at all levels.
   - Gender-sensitize the People Strategy.
   - Review Work/Life Balance policies and practices that are in place to ensure they are cognizant of dynamics relating to both gender.

IMPLEMENTATION

The implementation of this gender mainstreaming policy requires the commitment, participation and contribution of each staff member and all University stakeholders. The responsibility and accountability for its successful implementation rests with the Vice Chancellor, Deputy Vice Chancellors, Deans and Program Leaders. The University Management Board is responsible for the approval and implementation of an Action Plan to guide the realization of this Policy, supported by the mobilization

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Appointment and Promotion

APPROVING AUTHORITY:	_Phathu_
COMMENCEMENT DATE:	October, 2015
IMPLEMENTING OFFICE:	HR Office

PROMOTION & TRANSFER POLICY

PROMOTION & TRANSFER POLICY STATEMENT

It is the policy of RU to post any position vacancy within the university and to consider current full time and part time employees with the requisite qualifications and skills to perform the job responsibilities; advertising for recruitment through other media is at the discretion of the management.

RU may resort to transfer of employees for a variety of reasons. These may include, but are not limited to: changes in technology, institutional growth, the need to utilize certain competencies within newly created positions or even employee requests.

Acting Positions

From time to time, an employee may be required to act in a post that is temporarily vacant. All acting appointments must have a written approval of the Vice Chancellor. An employee selected for a position under this policy must meet the minimum qualifications for the higher level position.

REFERENCES

i.   Employment Act of 2007
ii.   Harmonized Criteria and Guidelines for Appointment and Promotion of   Academic Staff in Universities in Kenya- Commission for University Education

STAFF APPOINTMENT COMMITTEES - ACADEMIC STAFF

1. The Staff Appointment Committee(s) shall examine the academic and professionalcredentials and overall suitability of candidates who have been short-listed for appointment to various academic posts in the University. After interviewing the candidates, the respective Committee will make appropriate recommendations to the Management Board.

2. **Academic Staff at the Level of Professors, Associate Professors and Senior Management/Administrative staff**

    a. The Chairperson of the University Council or a Council Member nominated by the chair, shall chair the Appointment Committee for academic staff at the level of Professor and Associate Professor. The Vice Chancellor in consultation with the relevant committee of the governing council, shall chair the Appointment Committee for the positions of senior lecturer and below.

    b. The Chairperson of the Appointment Committee may require that the credentials of short-listed candidates be reviewed by external assessors who are experts in the candidates' areas of specialization before the committee meets to consider the candidates for appointment. The Chairperson may also invite suitably qualified experts from outside the University to sit in the appointment committee for specific candidates.

    c. The other members of the Committee shall include the Deputy Vice Chancellors, the Dean of the respective School, and the Head of Human Resources, who shall be the secretary to the committee.

ACADEMIC STAFF CATEGORIES

JOB GRADE & CLASSIFICATION	MINIMUM ACADEMIC QUALIFICATIONS
RU 7 Professor	• Education: Bachelor's degree with Honours plus a Master's degree and a PhD degree in an area of strategic focus and recognized by the Academic Council of the University. • Teaching Experience: At least 10 years in teaching and content development at university level; at least one university level text book; demonstrated leadership in the scholarship of teaching. • Research Experience: At least 6 publications in area(s) of specialisation in reputable journals since becoming Associate Professor; Experience in research administration and sourcing for research funding; Experience in supervision of doctoral theses; • Experience in coordinating and conducting advanced research activities that are published. • Professional Experience: Member or fellow of a relevant professional body; Wide experience in contract research and consultancy.
RU 6 Associate Professor	• Education: Bachelor's degree with Honours plus a Master's degree and a PhD degree in an area of strategic focus and recognized by the Academic Council of the University. • Teaching Experience: At least 8 years in teaching and content development at university level; experience in conducting and coordinating activities supporting the scholarship of teaching. • Research Experience: At least 6 publications in area(s) of specialisation in reputable journals since becoming Senior Lecturer; Experience in supervision of doctoral theses; Experience in conducting advanced research activities that are published. • Professional Experience: Member or fellow of a relevant professional body; experience in contract research and consultancy.
RU 5 Senior Lecturer	• Education: Bachelor's degree with Honours plus a Master's degree and a PhD degree in an area of strategic focus and recognized by the Academic Council of the University. • Teaching Experience: At least 4years teaching as a Lecturer at university level; Experience in content development and delivery; Experience in activities supporting scholarship of teaching. • Research Experience: At least 4 publications in area(s) of specialisation in reputable journals since becoming a lecturer; Ability to coordinate and supervise master's theses and dissertations and undergraduate research projects; Experience in conducting research activities that are published. • Professional Experience: Member or fellow of a relevant professional body.
RU 4 Lecturer	• Education: Bachelor's degree with Honours plus a Master's degree and a PhD degree in an area of strategic focus and recognized by the Academic Council of the University. • Teaching Experience: Ability to teach and develop content for university level courses; Prior experience in teaching university level courses; Ability to undertake activities supporting the scholarship of teaching. • Research Experience: Ability to conduct research, coordinate and supervise student research projects and masters theses and dissertations; A minimum of three published papers in the area of thesis research.

RU fully ascribes to the grandfather/grandmother principle

POLICY ON WORKLOAD & JOB DESCRIPTION

Full Time Faculty

a. Workload

To teach not more than 4 courses units per trimester/semester. This translates to not more than 12 contact hours per week or 180 contact hours (12x15) each trimester/semester in the recommended class size ratios. Maximum class size is 45.

b. Job Description

1. Prepare lessons and other teaching materials
2. Facilitate learning in field of competence in any programme of the University i.e. Certificate, Diploma, & Degree.
3. Prepare, assess and grade student assignments, test and examinations.
4. Develop, implement, and evaluate curricula.
5. Write and develop teaching materials (Course books).
6. Counsel and advise students (Indicate office hours).
7. Participate in department and staff activities and scheduled meetings and events.
8. Investigate and recommend new programmes of interest to the School.
9. Liaise with others in the design and development of new courses and curriculum
10. Provide consultancy services to public or private organizations.
11. Engage in community work – provide supervision for students' community service and industrial attachment.
12. Participate in preparing the strategic plan for the school.
13. Supervise theses or dissertations or serve as thesis reader.
14. Pursue personal growth through research, publications, conferences, seminars, etc.
15. Participate in writing grant proposals, individually or as a team
16. Perform any other duties as may be assigned by the Head of Department.

c. Administrative Appointments

Administrative appointments will be compensated by reduced workload as follows:

i. Dean- 6 credit hours off (two course units)
ii. Vice Dean- 3 credit hours off (one course unit)

iii. HOD- 3credit hours off (one course unit)
iv. Exam Officer- 3 credit hours off (one course unit)

One Credit Hour is equivalent to *15 lecture hours*. **One Lecture Hour** is equivalent to *60 minutes of teaching contact time.* A course unit taught over 15 weeks for three hours a week has 45 contact hours (3 credit hours)

d. Annual Leave

Leave Days (21 days) will be taken in between trimesters/semesters probably in seven days blocks.
e. Sabbatical Leave

After the 5th, 6th, or 7th year of continuous service, an academic member of staff will be entitled to a sabbatical leave where they will pursue academic development by way of research, visiting other universities and industrial linkages. Output for time spent away from the university will be a research report or a book.

Adjunct Faculty

a. **Workload**
(i)   To teach not more than half the load of a full time faculty.
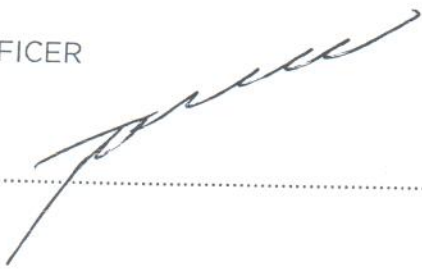(ii)   To teach not more than 50 % of the course units in any trimester/semester of a fully established programme.

VICE CHANCELLOR

Riara University

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Grievance Policy

PREPARED BY:	H.R. OFFICER
APPROVING AUTHORITY:	
DATE:	January, 2016

GRIEVANCE MANAGEMENT POLICY

POLICY STATEMENT

The institution provides a mechanism for employees to raise a complaint or grievance in relation to internal human resources or related matters. Grievances should always be raised informally at the earliest opportunity with an employee's direct line HoD, where appropriate but when it is not possible or appropriate to resolve a grievance informally, employees should raise the matter formally.

GENERAL INSTRUCTIONS

a. An individual grievance will be examined as quickly as possible by the School Dean or Head of Department, and where the immediate HoD is the subject of the grievance the matter will be considered by a higher authority.

b. Where two or more employees believe they have an identical or common problem, they may take action together and the matter will be dealt with as a single grievance.

c. A matter raised within these procedures may be withdrawn by the employee at any stage during the procedures by notice in writing, to the immediate School Dean or Head of Department.

    Employees will not be treated any less favorably or suffer any detriment in their employment, as a result of raising a grievance.

e. Where an employee feels that their grievance has not been satisfactorily resolved, they may decide to submit an appeal.

f. RU will endevour as much as possible to resolve any grievances within the stipulations provided for within the Labour Laws of Kenya.

Riara University

LEAVE APPLICATION FORM

REQUEST SHOULD BE SUBMITTED TO THE HUMAN RESOURCES DEPARTMENT NOT LESS THAN <u>ONE WEEK</u> BEFORE LEAVE IS DUE TO COMMENCE

NAME:..   STAFF NO................. DEPT/DIV.......................................

1

No. of days applied for	Commencing Date	Last day of leave	Report back on

Indicate type of leave	Tick to indicate	Period		No. of days	Reason for leave
		From	To		
Annual leave					
Sick leave					
Compassionate leave					
Study leave					
Maternity/paternity Leave					
Others, (specify)					

Certification: I certify that the leave/absence requested for above is for the purpose indicated. I understand that I must comply with my employer's procedures for requesting leave/approve absence and provide additional documentation, including medical certification and that falsification of information on this form may be grounds for disciplinary action.

_____   _____
    Date   **Applicant's Signature**

Telephone /Cell phone Number while on leave	
Holiday	Date
1.	
2.	

a) No. of leave days brought forward from last year.	b) Current leave earned as at the date of application	c) Leave taken to date this year	d) Total Leave owed (a + b - c)	e) Balance carried forward up to date
................days	................days	................days	................days	................days

FOR OFFICIAL USE ONLY			
Approved:		No.	Yes.

While He/ She is on leave .... will handle his/her duties.

Date: .... Head of Dept. Name: ....Sign............................

Date: .... Personnel File updated: ....

Date: .... Human Resources Manager: ....

Date: .... DVC's Signature: ....

Remarks: