

# **The Open University of Tanzania**



## **POLICY FOR STAFF DEVELOPMENT**

**Approved by the Council at the 25th Meeting on the 17th  
September, 1999 min 269.7**

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# **THE OPEN UNIVERSITY OF TANZANIA**

## **POLICY FOR STAFF DEVELOPMENT**

### **1.0 INTRODUCTION:**

- 1.1 The Open University of Tanzania (OUT) is one of the Institutions of Higher Learning in the country and it is the first single mode institution offering degrees by Distance Teaching.
- 1.2 The University's schemes of service emphasize the need to train and develop its staff as a continuous competence for increased efficiency in its operations.
- 1.3 The purpose of this policy is to encourage staff of OUT to acquire knowledge, skills and values required for effective performance of the job they are doing.
- 1.4 The staff development policy in question shall refer to both short and long term programme with a focus on enhancing the performance capacity of the staff in their fields of competence.

### **2.0 OBJECTIVES OF THE TRAINING POLICY:**

- 2.1 The objectives of this policy shall be to:
  - 2.1.1 Provide professional training for academic deemed necessary for the operations of the OUT activities;
  - 2.1.2 Expose staff to new technological demands;
  - 2.1.3 Expand academic and non-academic scope on managing activities of the Open University's activities.
- 2.2 Cater for both the present and future staff needs of the University by closely and systematically integrating staff needs within an overall University development plan.
- 2.3 Relate staff needs/training programmes to overall university policies in order that a direct return is received from investment on programmes related to staff development.

- 2.4 Orientate staff on new responsibilities on new technology.
- 2.5 Establish a framework for which OUT staff can academically and professional advance themselves:
- 2.6 Enhance job satisfaction;
- 2.7 Provide opportunities of promotion to those who prove capable of being appointed to specific jobs in the academic, management and specialized fields.

### **3.0 CONDITIONS FOR STAFF ON TRAINING**

- 3.1 Every member of staff selected to attend a course under the terms of this policy shall be required to comply with the following conditions:
  - (i) To proceed to the venue of the course immediately.
  - (ii) To begin his/her studies at such times as may be required and continue diligently with such studies until the completion of the course unless he/she is prevented from so doing by sickness or by other circumstance beyond his/her control.
  - (iii) To follow any directive which may be given to him/her by the authorities of the training institutions.
  - (iv) To devote his/her full time and attention to following the course for which he/she was selected unless permission to undertake other courses is sought from his/her sending institution (OUT).
  - (v) Trainees must abide by the OUT regulations which may be amended from time to time.
  - (vi) During the course the student staff will submit regular progress report, and at the end of the course should submit an academic transcript to the University together with a progress report showing the usefulness of the course he/she attended.

- (vii) The student should return to his working station upon completion of the course, if the results are satisfactory. In case he/she has not returned to his/her station, his/her services will be terminated.
- (viii) Disciplinary action will be taken by the University on a staff member who fails to abide by the conditions.

### 3.2 Repetition of Examinations.

Where a staff attending a course of higher learning under the terms of this policy fails an examination in whole or in part and an extension in the total duration of the course is required to enable him to obtain a degree or professional qualification for which he/she is working; extension of time may be granted to enable his/her to sit for the necessary supplementary examinations, provided the following seven prerequisites are all satisfied:-

- (i) Repetition is permitted by the examining authorities.
- (ii) The institution is prepared to admit the officer to any repeated term(s) or year of course work involved.
- (iii) The officer himself wishes to repeat the examination and/or to repeat the term(s) or a year of the course which may be involved.
- (iv) There are extenuation circumstances, e.g. illness, personal difficulties or failure in the first attempt by a narrow margin.
- (v) There is a strong recommendation by the institution concerned for the officer to be given another chance;
- (vi) Funds are available to allow repetition without any more deriving candidate being debarred;

### 3.3 Sponsorship:

3.3.1 Where an employee having applied for a course through the proper channels qualifies for admission to a course of higher education (i.e. in terms of academic qualification, satisfactory experience and employer's recommendation) he/she will be sponsored by the Open University of Tanzania or an institution approved by OUT to attend the course when financial position allows.

While on studies, the employee will be considered to be on duty and will be entitled to his monthly salary.

3.3.2 In case of non-academic staff member fails to complete the course (other than for reason of misconduct). Staff concerned will revert to his/her former salary scale on resuming duty. However, he/she will be granted the increments for which he/she qualified while away on his or her course study tour.

In case of academic staff member fails to complete the course, his or her services will be terminated. In case the reason is not misconduct or performance, each case shall be examined on its own merit.

3.3.3 A member of staff who decides to leave OUT, he/she shall be required to pay to the University from the date of completion.

#### 3.4 Course fees:

3.4.1 All approved course fees will normally be paid for by the employer. Approved course fees shall include expenses related to:

- (i) Registration and admission,
- (ii) Examinations,
- (iii) Tuition,
- (iv) Books,
- (v) Stationery,
- (vi) Special Faculty Requirements,
- (vii) Academic Dress (if wearing of such Dress is compulsory under the rules of the institutional)
- (viii) Residential, including all board and lodging charges, but NOT including laundry charges.

#### 3.5 Transport (for those studying within the country)

3.5.1 The staff may be provided with free transport between his duty station (the OUT) and his home at end of full course. The cost of this privilege will normally be met by OUT.

3.5.2 Where a practical field attachment is arranged for a staff during a long vocation, the free transport to be provided will be between the OUT and the employee's home.

### 3.6 Local Vocation in Tanzania.

In case of institutions of higher learning education in Tanzania, the OUT will attempt to arrange as many in service training as possible to undertake practicals during the institution's longest vacation of the year.

3.6.1 Study of Working Vacation by the Institutions learning, so that training for staff can be conducted within such institutions during long vacations.

### 3.7 Maintenance Allowance during the course.

3.7.1 Where a local institution of higher Learning is unable to provide staff with accommodation because of shortage of space or facilities and the employee is compelled to find and pay for his own accommodation and meals, the staff will be paid a monthly maintenance allowance by OUT at the rate agreed by the University.

3.7.2 Where an employee himself/herself opts to live off campus despite accommodation being available for him/her there, he/she will be eligible to receive the normal monthly allowance and will not be eligible to receive the maintenance allowance. In case the officer is attending a course on scholarship provided fully by a donor, a member of staff will not be eligible to receive the maintenance allowance from his/her employer in Tanzania.

### 3.8 Field Allowance.

During any part of the course, whether in term-time or vacations, when the officer is required by a Tanzanian institution of higher education to go into the field to undertake practical work, if he is not provided with free board and lodging by the teaching institution he/she will be provided with a 'Filed Allowance' in addition to normal regular monthly allowance. The rate of field allowance will be payable by the institution which the officer is attending where it is applicable, where it is not, OUT will consider separately.

### 3.9 Promotion.

3.9.1 Subject to good conduct and satisfactory completion in his/her course, an officer attending a course of higher learning will remain eligible for promotion during the course if he qualifies to be considered under the relevant scheme of service.

3.9.2 On the completion of the course an officer who possess the degree course will become eligible for promotion to the post or grade for which the ward qualifies him.

### 3.10 Agreements to be entered into/bonding.

Agreement for (Appendix A) must be executed in the case of all officer attending course of higher education. An officer proceeding for study locally or abroad under any sponsorship will be bonded according to existing government/OUT regulations/legislation.

Training of less than one year shall oblige the trainee to be bonded for 3 years and a five year bond for a course lasting for more than one year.

## **4.0 STAFF DEVELOPMENT:**

Staff Development shall be handled by the two appointments committees, namely;

- (i) The Appointments Committee for Academic Staff
- (ii) The Appointments Committee for Administrative Staff.

The two are organs of the University Council as far as staff development matters are concerned. They shall be devoted to identifying training needs both academic and administrative staff and also identify Donor Agencies.

### 4.1 Terms of Reference:

The two committees will be the implementing body for the Training Policy.

4.1.1 Responsibilities of the two Committees will include:

- (i) Reviewing and up-dating training policies, plans and budgets.
- (ii) Arranging appropriate induction programmes.



- (iii) Identifying training needs in liaison with Departments and Faculties/Institutes.
- (iv) Arranging and partly carrying out training programmes, including course design (in consultations with local and foreign experts).
- (v) Measuring, following up and evaluating training activities.
- (vi) Liaising with educational establishments, professional associations, International Training Institutions etc regarding new approaches to staff development and related issues.
- (vii) Providing a training advisory and information service.
- (viii) Controlling all staff development training activities.
- (ix) Discussion and approval of the training programme prepared by the training officer.
- (x) Minimum administrative, financial, technical and other hazards.

#### 4.2 Profile of OUT Staff:

4.2.1 Staff with Form IV include Personal Secretaries and Office Management secretaries. The OUT policy is to recruit permanent and pensionable secretarial staff.

4.2.2 Staff with First and Second degrees include Tutorial Assistants, Assistant Lecturers, Lecturers and Senior Lectures. Human Resource Management Officers are either on contract or on permanent terms.

4.2.3 Other professionals include people in the Accounts and Stores sections with higher qualifications. Some are on permanent terms and some are on contract terms.

## 5.0 TYPES OF TRAINING

5.1 Training Programmes covered by OUT training Policy include:

5.1.1 Orientation programmes:

Each employee entering a work place/work station for the first time must undergo an orientation programme

prepared and executed by the employer. This programme shall cover the organizations code of conduct including work procedures and safety, work habits and standards, incentives schemes of service, remuneration and other related benefits.

Orientation would be conducted to serving employees, supervisors and top executives whose works are affected by an introduction to a new technology or work method.

#### 5.1.2 Job Skills:

Each job shall be thoroughly analysed to determine the knowledge, attitudes and skill levels needed to perform to job effectively at all levels.

On-the job-training a junior or unskilled employee learns the aspects of the job, staff. Training officer reporting officer/faculties and institutes will conduct this type of training across all departments two both new employees and senior ones depending on job specification.

##### 5.1.2.1 Attachment on job training:

Job-training or in-service training is intended for skill acquisition, improvement or up-grading. It will be organized and conducted in accordance with specific career requirements through the following approaches:

- (i) In the form of in-house done through the Institute of continuing Education under the Open University of Tanzania. Human, material and physical resources within this institution shall effectively be used towards that end.
- (ii) By using local Training Institutions in the country, for example the University of Dar es Salaam, Sokoine University of Agriculture, UCLAS. IDM-Mzumbe, IFM etc.
- (iii) By sponsoring staff abroad whenever such training opportunities are not available in the country.

### 5.1.3 Induction programmes,

These programmes are organized locally through attachments, seminars, and workshops for various cadres of the University staff or for staff training on a new level of employment. This may be done within Divisions or Units, Departments or faculties. For new Heads of Departments, Deans, Director and Senior Administrative Officers, a short course will normally be organized once every year. This is to orient them to their new administrative tasks.

The importance of this training is a key to effective employee perception, performance and retention.

The Officer responsible for training and Heads of departments are responsible for planning and conducting induction training. The duration of this training will take several days or weeks depending on the situation.

### 5.1.4 Pre-service course

Pre-Service training is meant for members of staff who are recruited before undertaking any training relevant to their employment. For example an employee who are working at the Open University of Tanzania, are supposed to acquire knowledge of Distance Education.

Taking into consideration socio-economic developments that have taken place and particularly those related to macro-economic and structural reforms, the arrangements on policies on training will be as follows:-

#### 5.1.4.1 Training within the country

5.1.4.2 Training should mostly be done within the country. Overseas training should be opted for only where these are offered free or where programmes for given skills are not locally provided or where such skills demand new technologies which are just being introduced in

the country. The training within the country can benefit more people for the same amount of money by importing trainers than sending people to overseas training institutions.

5.1.4.3 External Aid Agencies/Donors shall be advised and encouraged to sponsor OUT Staff at local training Institutions rather than abroad since training at home is less expensive and more people can be trained for the same cost.

5.1.4.4 Training Outside the Country

Training outside the country shall be undertaken for skills/programme which are not available in the country and the training to be undertaken should be of relevance and of priority to the country's development objectives. In implementing this a certain degree of flexibility shall be observed.

## **6.0 IN-SERVICE TRAINING PROGRAMME**

6.1 In-Service training is for service officers.

Most of the in-service Training is of short-term duration in the form of short courses, seminars, workshop etc. Training of this type is specifically job oriented.

6.1.1 Some of these courses take a year or more and in most cases they are for post-graduate studies directed to professionals.

6.1.2 The training policy of the Open University of Tanzania shall aim to developing her members of academic and non-academic staff to the highest level possible of professional attainment with the corporate's mission and objectives.

6.1.3 In-service training may be done locally either within the Open University or other related institutions within or abroad whenever the need arises.

## **7.0 MANAGERIAL TRAINING:**

The OUT shall not take it for granted that every employee do possess managerial and supervisory skills by virtue of their academic qualifications, therefore OUT shall train the staff on this course.

## **8.0 DISTANCE/CORRESPONDENCE AND PART-TIME TRAINING PROGRAMMES:**

These types of training are the most suitable and appropriate to most people because they are the least expensive and the trainees do not need to leave their work places in order to attend classes.

The Open University shall therefore encourage its staff to undertake appropriate correspondence and part-time training.

8.1 Consideration for financial assistance for Part-Time courses will be given to courses which are relevant to the officer's work. Courses which bear no relevance to the officer's work will not be considered for such assistance.

## **9.0 REGULATIONS GOVERNING THE POLICY:**

It shall be the policy of the Open University of Tanzania that all training should be relevant to the skill needs required in the operation of the programmes undertaken by the OUT. This is to enhance performance and efficiency of employees so as to enable operation of the programmes undertaken by the OUT. This is to enhance performance efficiency of employees so as to enable the OUT to compete effectively in the market.

9.1 Permission to proceed on Training:

In order for an officer to proceed for training whether locally or abroad, permission must have been granted by the relevant authorizing organs of the Open University.

9.2 Probation and Contract:

Officers under probation or on contract terms and those nearing retirement are normally not eligible for undertaking courses of more than three months duration.

9.2.1 In case of an employee still under probation is undergoing a course of instruction of a duration of three months or more, the question of his conformation will be considered a long with others.

## **10.0 REMUNERATION**

### 10.1 Salary:

The Officer's salary will continue to be paid by his/her own institution through the officer's absence from duty to attend the course, subject to the following arrangements.

10.1.1 Any deductions of e.g. PAYE due from salary will continue to be made in the normal way. The remaining portion of His salary is intended to cover his/her inescapable personal domestic, family and other commitments in Tanzania during his absence.

10.1.2 The Officer will remain eligible for Annual increments, when due, in the ordinary way.

## **11.0 ALLOWANCES:**

The staff will be eligible to the allowance in accordance with existing staff regulations and statutory directives, e.g. Outfit allowance, living allowance/maintenance allowance, book and equipment allowance, clearing of personal effects when returning home if the training was outside Tanzania.

## **12.0 FREQUENCY OF TRAINING:**

12.1 An Academic or a non-academic staff pursuing a study under the sponsorship of a government or any other organ affiliated to the government shall have to work for at least three years on completion of his/her training before he/she is granted another training opportunity in order to provide a chance for other members. However, if the staff concerned secures private sponsor(s), he/she can negotiate with his/her employer on the appropriate time to pursue the

course and how to fill the vacancy then permission is granted.

### **13.0 CRITERIA FOR SELECTION:**

The following shall be the criteria for consideration of granting an opportunity for training:

- (i) Relevance of the training,
- (ii) Remaining period before one's retirement in connection with the type of training in question,
- (iii) Number of years at the Open University without training,
- (iv) Confirmation in the Open University's service,
- (v) Last date from training,
- (iv) And (v) will be used for setting priorities with departments or units)

### **14.0 CONDITIONS FOR TRAINING:**

While considering applications for training the following conditions shall be taken into account.

- 14.1 Availability of funds/resources,
- 14.2 Academic qualifications,
- 14.3 Seniority in service,
- 14.4 Work performance,
- 14.5 The staffing level of department or field of specialization.

NB: This policy will apply both full-time as well as other with contractual obligations to OUT.

### **15.0 REFERENCES:**

1. Training Policy – Makerere University, Approved by Council at the 67<sup>th</sup> Meeting August 1993.
2. Manpower Training and Development programme for IDM 1996/97 institute of development Management Mzumbe, Morogoro – Tanzania,
3. The National Training Policy 1<sup>st</sup> Draft – 2<sup>nd</sup> issue, Civil Service Reform Programme;

President's Office, Service Department, United Republic of Tanzania, November, 1992.

4. Parastatal Service Regulations published by SCOPO, 1<sup>st</sup> Edition 1984.
5. Education and Training Policy, Ministry of Education February, 1995.
6. The Open University of Tanzania Staff Regulations 1995 (Act.No.17 of 1992) section 33 Regulations.
7. Training Policy (DRAFT), The National examinations Council of Tanzania issued on December, 1997.



**THE OPEN UNIVERSITY OF TANZANIA**

Agreement for officers attending courses

This Agreement made this ..... day of .....  
Between the Open University of Tanzania (hereinafter called the  
University) acting by ..... in his capacity as  
..... of the one part and .....  
(hereinafter called the officer) member of the Open University of Tanzania  
Service of .....of the part:

**Whereas** the Officer has been selected to attend a course of study  
(hereinafter called the course) at .....  
hereinafter called the institution). For the purpose of acquiring the  
qualification of .....  
Wholly at the expense of the Open University of Tanzania or on its behalf.

**Now therefore** it is agreed by and between the parties hereto as follows:

1. The provisions of any regulations decided by the Open University of Tanzania from time to time or of any provisions which may replace the same pertaining to in service course and bursaries shall form part of and shall be read and contracted with this agreement.
2. In consideration of the payment by a sponsor or on behalf of the Open University of Tanzania to the whole of the expenses of the courses the Officer hereby undertakes to:-
  - (i) Complete the course in accordance with the directions contained in the Rules for Officers Attending Courses set out in the schedule to this Agreement and in accordance with such other directions as may be given to him by the Open University of Tanzania.
  - (ii) Immediately return for service after the conclusion of the course of at such method as the Open University of Tanzania may direct:
  - (iii) On this return to resume employment in the service of the Open University of Tanzania in a Capacity appropriate to his/her qualifications as deemed by the Open University of Tanzania for ..... years from the date of resumption.

3. If the officer contravenes or fails to comply with the conditions of clause 2 hereof (other than the conditions) as continuance in the service of the Open University of Tanzania for a period of ..... Years he/she shall be liable to repay to the Open University of Tanzania all expenses incurred by or on behalf of the University in connection with this course including (but not limited to) any sums paid to his/her or on his/her behalf by way of salary allowance, fees or expenses or for the cost of his/her transport to and from the institution.
  
4. If the Officer resigns without permission or is dismissed from the service of the Open University of Tanzania within ..... years of his/her resumption of employment therein under the provisions of clause 2 hereof he/she shall be liable to repay to the Open University of Tanzania that proportion of the expenditure specified in clause 3 by which his/her period of service with the Open University of Tanzania since such resumption falls short of a total period of ..... Years.

In witness whereof the parties hereto have sent their hands the day and years first above written.

Signed by the said: .....  
 In the presence of

Signature: .....  
 Address: .....  
 Occupation: .....

Signed by: .....  
 For and on behalf of the Open University of Tanzania  
 in the presence of .....  
 Signature: .....  
 Address: .....for and of the  
 Occupation: .....The Open University of Tanzania