Muteesa I
ROYAL UNIVERSITY

P.O.Box 322, Masaka
P.O.Box 14002, Mengo-Kampala
+256 434 251459
aro@mru.ac.ug
www.mru.ac.ug

STAFF DEVELOPMENT POLICY

Date of Recommendation by Management:	Aug. 2019
Date of Approval by the University Council:	December 2019
Commencement Date:	January 2020
Review Date:	Institutional Review every after five years
Signature by Chairman Council	

Table of Contents

Interpretation of Operational Terms		2
	Background of MRU	2
	Strategic Goals of MRU	2
	Vision of MRU	3
	Mission of MRU	3
	Core Values of MRU	3
2.0	Introduction of the Policy	3
3.0	Objectives of the Policy	3
4.0	Application of the Policy	3
5.0	Training and Development Philosophy	4
6.0	Principles of the Policy	4
7.0	Categories of Staff Development	4
8.0	Policy Provisions	4
9.0	MRU Fellowships	7

1.0 Interpretation of Operational Terms of the Policy

(i) Development Plan/Career Development Plan: a Development Plan/Career Development Plan is a statement agreed at least annually between a staff member and his/her supervisor, which sets out the directions for a staff member's development, identifies the resources that are to be allocated for that development, and the timeframe for development.

(ii) Manager: is any person who has full Human Resource responsibilities for direct reports, which includes; Heads of Department, Directors and Faculty Deans.

(iii) Performance Development and Career Planning Process (PDCP): is the annual process whereby staff members and their managers develop and agree plans for the year.

(iv) Staff Development: this refers to the range of activities that improve individual staff skills and knowledge in ways that improve their ability to undertake their job and which increase job satisfaction, performance and staff retention. The activities include; tertiary qualifications, training courses, workshops and programs, coaching; mentoring, and conferences.

1.1 Background of MRU

Muteesa I Royal University (MRU) was offered an operational license by the National Council for Higher Education (NCHE) in 2005 and started its operations in 2007. The founding Chancellor of the University, who is also its Visitor, is His Majesty the Kabaka, Ronald Muwenda Mutebi II. The genesis of modern education in Uganda is historically associated with the Kingdom of Buganda owing to the role that Sekabaka Muteesa I played in inviting the missionaries who introduced education in Uganda. Owing to this history, it is only befitting that the University was named after this visionary leader. Hence, the University was named after the 31st King of Buganda who was a monarch of great vision, Kabaka Muteesa I (1856-1884). MRU is a skills training, academic and research-oriented institution of higher learning that was established as a private institution. The initiative was promoted by the Executive Committee (EC) of the Buganda Kingdom, headed by the *Katikkiro* (i.e., Prime Minister).

1.2 Strategic Goals of MRU

The Strategic Goals of MRU are as follows:

i. To produce graduates with all-round competencies and skills to be able to initiate self-employment activities or compete for jobs in the global market;
ii. To promote research and encourage students and staff to publish;
iii. To build and expand collaboration and engagement with the community, the alumni, and industry and business, and to equip students with practical skills while empowering the community, industry & business to develop local solutions;
iv. To strengthen MRU's human resource capacity;
v. To achieve a sustainable financial resource base;

MGP

vi. To improve the administrative and organizational arrangements of MRU with a view to achieving efficiency and effectiveness in all sections of MRU; and

vii. To construct or acquire, rehabilitate and maintain buildings, equipment, implements, ICT facilities and land particularly for the growth and development of its niche.

1.3 Vision of MRU

The Vision of MRU is to be "a leading university responding to contemporary challenges through teaching and learning, research and technical guidance".

1.4 Mission of MRU

The Mission of MRU is "to provide training, research and technical guidance responsive to national socio–economic needs".

1.5 Core Values of MRU

The core values of MRU are as follows:

i. Professionalism; Professionalism is a trait that's highly valued in the human resource of any organization. It has many attributes, including: (a) Specialized knowledge, (b) Competency, (c) Honesty and integrity, (d) Respect, (e) Accountability, (f) Self-regulation, and (g) Image.
ii. Respect for Diversity;
iii. Cultural Sensitivity;
iv. Tenacity; and
v. Team Spirit.

1.0 Introduction of the Policy

MRU believes that its employees are central to its activities. It is committed to continuous improvement of the knowledge and competencies of its employees in order to create and maintain a competitive workforce. This will enhance the efficiency and effectiveness of its operations, enabling it to realize its Vision and Mission.

3.0 Objectives of the Policy

MRU regards its employees as its most important asset and is committed to ensuring that they are developed to carry out their jobs. Hence, MRU shall equip staff and prepare them for future challenges. The objectives of this Policy are as follows:

i. Encourage and support staff to attain their maximum potential;
ii. Avail training opportunities to all staff to enable them acquire and upgrade competencies for their job positions, and foster personal development;
iii. Maintain and increase employee job satisfaction, performance, employability and advancement;
iv. Improve and develop the ability of staff to initiate and respond constructively to change; and

MGP

v. Maintain and improve organizational effectiveness and efficiency.

4.0 Application of the Policy

This Policy shall be applicable to all persons charged with providing a range of activities that improve individual staff skills and knowledge to undertake their job and which increase their job satisfaction, performance and retention. Specifically, the Policy shall ensure that all staff (academic, administrative and support) are developed and equipped to attain their full potential to carry out their jobs and to prepare them for future challenges.

5.0 Training and Development Philosophy

In recognition of the important role played by its employees in achieving its Vision, MRU has developed this Policy with the objective of recruiting, maintaining and retaining a resourceful, highly motivated, developed and enterprising human resource that will ensure the provision of the highest quality of research and training services to its clients.

6.0 Principles of the Policy

MRU's training and development principles are:

i. To encourage individual self-development initiatives through the provision of conducive environment and support to help employees achieve the strategic objectives;
ii. To link individual training and development needs to current corporate needs and longer term strategic plans;
iii. To provide equal training and development opportunities to all staff basing on individual needs;
iv. To use approved and preferred training consultants where necessary;
v. To comply with the existing government legislation on training;
vi. To enhance individual skills for career progression; and
vii. To identify staff individual strengths and weaknesses to aid staff to exploit their potential.

7.0 Categories of Staff Development

i. Orientation/Induction;
ii. Seminars, Workshops ,Conferences and Symposium;
iii. Short-term training (six months and less);
iv. Long-term academic training (Certificate, Diploma, Undergraduate and Postgraduate Degree programs);
v. Long-term Professional Training;
vi. Lateral transfers and Job Rotation Study Visits and Staff exchanges; and
vii. Coaching & Mentoring.

MGP

8.0 Policy Provisions

8.1 General Provisions

i. The development needs of MRU shall always take precedence over those of the individual employee;
ii. Before a newly-recruited employee may be eligible for MRU sponsorship to undertake a long-term academic training programme, he/she shall have served it for at least two (2) years;
iii. An employee shall be entitled to attend workplace skills training programmes and shall be allowed to attend/take up development opportunity wherever possible;
iv. Each employee shall obtain permission to attend all and any type of training programmes of any duration, irrespective of the source of funding; and, thereafter, maintain contact with MRU Administration, during and after the training period;
v. Once an employee has obtained permission to attend a training, his/her attendance at that activity shall be compulsory;
vi. The opportunities and funds available for MRU's Staff Development Programmes shall be approved by MRU Council and communicated periodically to stakeholders;
vii. A record of all trainings that an employee attends will be maintained in his/her personal file;
viii. This Policy will periodically be reviewed with a focus on:

   a. Reprioritizing training plans; and
   b. Evaluating training and development activities.

ix. This policy shall be implemented in line with the accompanying regulations as well as relevant provisions in MRU's in the Human Resources Policy.

8.2 Factors to be Considered in Identifying and/or Approving Employees to be Trained

The Faculties/Departments/Units shall take into account the following factors when considering applications for any form of training:

i. Age of the applicant;
ii. Sex of the applicant;
iii. Availability and reliability of full or partial funding for training in a given period;
iv. MRU's staff development priorities;
v. Relative lack of expertise/trained employees in a given area of specialty in the Department/Unit;
vi. The workload among employees in a Department vis-à-vis the number of employees already on study programmes;

vii. An employee's career development plan;
viii. Performance management reports about the applicant;
ix. Purpose of the training to be undertaken; and
x. The projected effect of the training on the individual employee's performance at work.

8.3 Long-term Academic Programs

8.3.1 To be eligible for MRU sponsorship to undertake a long-term academic training programme, an employee shall be scheduled to study in his/her Department's Staff Development Plan;

8.3.2 The long-term academic training programme for which the employee is seeking MRU sponsorship shall be relevant to:

a. The mandate of MRU;
b. The work of the employee;
c. Employees on long-term study programmes are required to submit examination results every semester to their Head of Department and the Human Resource Office; and
d. Employees studying on long-term academic programmes shall be subjected to MRU's Regulations on poor performance as follows:

i. An academic staff who registers for an academic programme on MRU sponsorship and at the end of one year of study scores a Cumulative Grade Point Average (CGPA) of 3.6 and below, shall be deemed incapable of providing effective academic leadership. The sponsorship will be withdrawn and the staff shall be advised to seek employment elsewhere. However, he/she is at liberty to complete the study program at personal cost; and
ii. A non-academic member of staff on MRU sponsorship who performs poorly shall be retained but the poor performance shall be noted.

8.3.3 Employees on long-term study programmes within and outside MRU shall not be paid over-time or extra load allowance, except with the express written permission of the Vice Chancellor.

8.3.4 Should an employee leave MRU service before completion of the bonding period, he/she shall be required to refund the full amount of tuition fees spent by it in sponsorship of the employee's study programme.

8.3.5 Promotion to higher positions is not automatic on completion of a study program.

8.3.6 Following successful completion of a long-term academic training programme, an employee shall serve MRU for at least two (2) years before he/she may be eligible for MRU's sponsorship on another long-term training programme.

8.3.7 Employees granted permission to study long-term academic programmes shall be bonded as follows:

Duration of Course	**Bonding period**
4-5 year Course	3 years
3 years Course	2 years
2 year Course	1 year
1 year Course	9 months
9 month Course	6 months
6 month Course	3 months
3 Month course	Not Bonded
Short Courses	Not bonded

8.3.8 The operationalization of the Bonding period in each category begins either with the date of issuance of the Letter of Award or the date of Graduation, whichever of these comes first.

9.0 MRU Fellowships

9.1 General Provisions

9.1.1 The fellowship shall be valid for the period of the degree programme for which the staff is registered.

9.1.2 The Scholarship shall cover tuition fees;

9.1.3 Assessment of performance of an academic staff registered on a graduate programme shall be done at the end of the coursework component of the program;

9.1.4 An academic staff who registers for a study programme and performs poorly and/or fails to complete without justifiable cause as determined by the Senate, shall be deemed incapable of providing academic leadership and terminated from MRU service;

9.1.5 An administrative staff who registers for an academic programme and performs poorly will be retained but the poor performance will be noted by Management. However, failure to complete the programme will lead to termination from MRU service;

9.1.6 Staff who fail to complete a study programme within the duration of the fellowship shall be required to meet the additional costs of registration, extension and examination fees; and

9.1.7 An academic staff member who fails to complete a study programme may, subject to the Senate's review, be required to refund part of the tuition fees met by MRU. In the event of a refund, the sum shall not exceed 50% of the fees met by MRU.

9.2 Certificate, Diploma and Undergraduate Degree Programs

Employees granted permission to study on MRU fellowship on certificate, diploma and undergraduate degree programs shall be entitled to:

i. Full payment of tuition fees: However the employees shall meet the payment of Functional Fees as a sign of their commitment to the study program; and
ii. MRU fellowship is offered for one academic year and, in the case of employees on diploma and degree programmes, is renewable upon application to the Vice Chancellor, recommendation from the Head of Department and presentation of examination results.

9.3 Master's Programmes

Employees granted permission to study under a MRU fellowship on Master's programmes shall be entitled to:

i. Full payment of tuition fees;
ii. The employees shall meet the payment of functional fees as a sign of their commitment to the study program; and
iii. For employees studying abroad on Scholarship, MRU will provide support within reasonable means to the areas not covered under the Scholarship arrangement.

9.4 PhD Program

9.4.1 Staff on Local PhD programs: An employee granted permission to study locally on a MRU Fellowship on a PhD programme shall be entitled to payment of the following:

i. Tuition fees;
ii. A one-off field-work allowance in the Second Year to be determined by management; and
iii. Salary in full for the period of his/her Course.

9.4.2 Staff studying on Scholarship on PhD programmes abroad

An employee granted permission to study abroad on a MRU Fellowship on a PhD program may be entitled to payment of the

following: -

i. Full tuition fees as required by the respective University;
ii. In the case of staff who receive partial scholarship, MRU shall top- up the fees, resources allowing. The fees payable by MRU will be those certified by a competent official of the University/Institution where the staff seeks to do the graduate program;
iii. Accommodation (maintenance charges as recommended by the respective University). This does not apply to cases where the program is fully sponsored. If the program is partially sponsored, the staff will be supported with the balance on maintenance provided that this top-up is approved by MRU prior to undertaking the program;
iv. Scholastic Materials and Equipment. Where the staff holds a donor Scholarship that partially covers scholastic materials, MRU shall endeavor to provide a top-up to cover the balance of these materials subject to availability of funds; and
v. The request for these materials shall be certified by the Supervisor/Competent Official where the staff is studying. The staff will be required to access the materials in the most cost-effective way and after approval by MRU.

9.5 Travel Allowance

Staff on the split-site PhD study programmes shall make one trip to consult with their Supervisors unless there are compelling reasons for an additional trip. The staff must provide evidence from the Supervisor that such a trip has been mutually arranged and agreed upon.

NB: Extension Fees: should the employee fail to complete the program in the required time, he/she will meet the additional expenses including extension fees. Exceptions will be made on failure to complete on medical or other grounds acceptable to Management, for which proper evidence from thecompetent officials will be sought.

9.6 Procedure for Staff Seeking Permission to Go on Study Programs

i. The employee submits an application to the Vice Chancellor through his/her Head of Department/Unit. Attached to the application is the Department/Unit staff development plan;
ii. The application is then considered at the Staff Selection/Management Committee which recommends the application to Council for approval;
iii. Permission to study is given by the Vice Chancellor in writing. This

MUSP

is done on behalf of MRU Council as the employer;

iv. Before permission is granted to the employee to commence the study programme, he/she shall write to the Vice Chancellor through the Head of Department/Unit a formal statement of commitment to continue carrying out his/her duties and responsibilities; and

v. The staff shall sign a Bonding Agreement with MRU to ensure that the staff gives a minimum service to it on successful completion of the study programme.

9.7 Staff pursuing study programmes at sister universities that are available at MRU. Staff who are enrolled at sister institutions and pursuing study programs that are available at MRU may not be eligible for MRU sponsorship.

9.8 Professional Training

All employees shall attend these programs in line with:

i. The identified training needs, personal development plans and institutional succession framework; and

ii. Recommendations from the Faculties/Departments/Units in collaboration with the Human Resource Office to address particular and/or profession-specific skills of performance gaps:

a. For an employee who has been granted permission to study on a professional programme, he/she is expected to meet the cost of the registration and examination fees. MRU will refund these monies if the employee concerned passes the examinations paid for successfully at one sitting. There will be no refund for passed retaken examinations; and

b. For an employee studying on a professional programme and seeking a loan to facilitate his/her payment of tuition fees, he/she must apply to the Vice Chancellor through the Head of Department. The loan shall be recovered as per MRU's loans policy. However, if the employee passes the particular examinations for which the loan was sought, the loan will be waived/ refunded.

END

MLSP