



## **Staff Training and Development Policy**

**September 2011**

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## **1.0 Introduction**

WACSI believes that the employee is the most important assets in the Institute. The successful accomplishment of its mission therefore rests with its employees. WACSI is therefore committed to continuous development of its employees to be able to function well in the dynamic civil society environment that WACSI finds itself.

While the main objective of the Staff Development policy will be to meet organizational needs, WACSI recognizes the need for a more holistic approach to the overall development of staff and supporting the Institute to become a centre of excellence in the sub region. The Institute's staff development approach is three pronged:

- (i) Nominate staff to attend trainings and seminars organized by other organizations.
- (ii) Sponsor staff to attend short courses related to their work.
- (iii) Long-term career development plans can be pursued and should be discussed with the Executive Director and Board. Approval is discretionary.

Depending on the availability of funds, WACSI will foster the professional development of its employees under (ii) and (iii) in order to be as effective as possible in the performance of their duties towards achieving the Institute's objectives. The training programs chosen under (ii) and (iii) should address the actual needs identified and expressed during performance evaluation sessions.

## **2.0 Eligibility**

This policy covers all full time employees of WACSI who have worked progressively in the organization for a minimum of one year.

An eligible employee will have the opportunity to develop him/herself professionally with due regard to the staff's career and professional development plans, and organisational goals depending on the availability of funds, and in line with the ideals of the organization.

## **3.0 Principles**

1. Learning is a life-long experience
2. In WACSI, learning is understood in a far broader perspective than formal instruction, it is seen as producing knowledge from practice as well as from theory.
3. Learning and education can be formal and informal, external and internal.
4. The specific learning objectives and the ways and means of achieving them are discussed and reviewed as a part of the Annual Performance Evaluation between each staff member and his or her immediate superior.
5. Education and training activities should relate to the goals and objectives of WACSI.

## **4.0 Parties Responsibility**

The responsibility for learning is shared among the management of WACSI and the individual staff. The parties share the responsibility for allocating time, plan and funds for training and education activities in order to minimize disruption of the daily work.

#### **4.1 Management responsibility**

- Provide the organisation with an enabling framework, with spaces for reflection and dialogue, with a general arsenal of opportunities to produce knowledge and to learn;
- Research and inform staff of relevant and affordable staff development opportunities;
- Encourage staff to participate in the Institute's capacity building trainings relevant to staff needs
- Provide funds for staff development;

#### **4.2 Staff responsibility**

- Staff has a responsibility for her/his own learning, e.g. speaking English and French in the office, reading books and reports, and keeping up with important developments within his or her areas of professional operation;
- Staff identify relevant courses and formally request to attend the course;

#### **5.0 Criteria for selection and approval**

The decision on who should be supported and for what purposes is informed by the overall goals and objectives of WACSI as well as on specific areas of priority in relation to staff and programme development and career deficiency issues identified during the annual staff appraisal process.

The Executive Director shall constitute a local Staff Training and Development Committee (STDC) made up of 2 or 3 members of senior staff. The Executive Director reserve the right to coopt an external person to assist the Committee to assess the staff development needs and requests for approval.

#### **6.0 Types of Courses**

6.1 **Short courses** is training with a duration between one (1) day to twelve (12) weeks. Staff with a minimum of 1 year employment with WACSI shall be sponsored for short courses

6.1.1 Courses with a duration of one (1) day to three (3) weeks, shall be approved by the Executive Director depending on availability of funds at the time of application.

6.1.2 Courses with duration of four (4) weeks to a maximum of twelve (12) weeks shall be approved by the Board depending on availability of funds at the time of application.

6.1.3 For overseas courses, WACSI will pay for cost of travel (accommodation, airfare, ground transportation, per diem) where required in addition to the course fees subject to the availability of funds at the time of the application

6.2 Long term career development is training with a duration from four (4) months to twelve (12) months:

6.2.1 WACSI will not provide financial support for long term career development of more than three (3) months duration. Long term career development plans

should be discussed with the Executive Director and finally approved by the Board.

6.2.2 Staff may apply for study leave without pay for more than three (3) months for the purpose of undergoing long term career development, for example graduate or postgraduate degree programme in a local or international institution. Such periods of study leave shall be at WACSI's convenience and will not exceed two (2) academic sessions, thereafter the offer lapses. However, each case will be considered on its own merit.

6.2.3 An undertaking will be signed by employee granted study leave to continue to work for WACSI to compensate for time given for study leave.

### **6.3 Commitment to Institute after Sponsorship**

Employees sponsored by WACSI for training will commit to utilizing knowledge acquired in the implementation of their duties, and sharing with relevant colleagues. They will render an agreed period of service to WACSI after the training to enable this transfer of knowledge or liquidate the cost of the training in lieu.

### **7.0 Exemption**

Individual weekend courses undertaken by staff are excluded from the staff development plans supported by WACSI.

### **8.0 Re-absorption after study leave**

1. An employee who takes study leave for a long-term career development of between 3 months and 12 months will be reabsorbed at the end of his/her study leave period in the same position he occupied before proceeding on study.
2. An employee who resigns his/her position to undertake a study leave for a long-term career development of more than 12 months may re-apply for the position he/she occupied before proceeding on study leave depending on whether the position is vacant at the time.

### **9.0 Sanctions**

An employee who seeks to resign within a period of six months after undertaking a training sponsored by the Institute shall refund to the institute all costs related to the particular training taken

**Annex 1: Annual Staff Development Plan**

<b>Staff</b>	<b>Performance Needs</b>			<b>Resources Required</b>	
	<b>What/ How</b>  Training Required	<b>When</b>  Timing	<b>Who</b>  Responsible Officer	<b>Time</b>	<b>Funds</b>