| Policy Title | Training policy |
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| **Responsible AIU Office (Higher Management/Directorate)** | Higher Management |
| **Policy Owner (Executive Department/Office)** | Director of Human Resources |
| **Pertinent Dates** | |

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## I. INTRODUCTION

Being a new smart University, it requires qualified staff with relevant skills, attitudes, and knowledge to pursue its mandate of imparting relevant knowledge through quality training, Consultancy, Research, and Community Service. Training will enable staff to realize their full potential thereby enhancing their professional achievement and productivity.

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## II. SCOPE OF POLICY

This policy applies to all staff. Formal endorsement of staff development shall be given by the Supervisor. The University will aim to support individuals through a variety of means within the prevailing budgetary provision and identified business needs.

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## III. DEFINITIONS

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*development and training:*      is defined as learning undertaken by employees to maintain and advance their skills, knowledge, and competencies, specifically as they relate and add value to the job and workplace. It is a dynamic process and may be achieved not only through participation in formal coursework but also through professional experience, collaboration, mentoring, participation in activities of professional organizations, and independent study and research.

*Employee:*      includes all academic staff, administrative staff, and ancillary staff.

*Supervisor*

**(Unit heads)** includes all employees whose job encompasses supervisory duties, including Deans, Directors, and Heads of Departments.

*Heads of academic and administrative units*

Include Deans, Directors, and Heads of Departments

## IV.   POLICY STATEMENT

1- The University recognizes the importance of encouraging and supporting employees in professional development activities that are related to their employment. It extends to work-related professional development opportunities including, but not exclusive to, eLearning; participation in conferences/workshops in areas of specialization; courses; classes; employee workshops, and professional conferences.

2- Professional development and training opportunities should be available to all employees; where the professional development and training activities are outside of and/or in addition to regular work hours, written approval in advance of the activities shall be required.

3- All Faculties/Departments shall be encouraged to develop a coordinated approach to planning staff development, maximizing the use of available resources, and ensuring that there are appropriate controls in place to enable all staff to be trained at the levels appropriate to their role, to ensure that the University is compliant concerning its statutory and legal obligations.

4- Managers and Supervisors should be provided with the skills, knowledge, and competencies they need to work in partnership with their staff to support their staff's continuous development.

5- The University shall strike an appropriate balance between the desire for individual staff members to maximize their potential and for the University to obtain a return on its investment in staff development.

6- The President shall authorize and approve reimbursement for occupational licenses, which shall apply to the employee's current position. To maintain relevance to the university purposes

## V.   RESPONSIBILITIES

**University Management** (**The Executive Management Committee)**
- They are responsible for identifying and communicating priorities and goals as well as relevant developments and trends affecting the institution.
- Receive reports on the Professional Development and Training from the HR Director
- Budget for Staff development using the information derived from the departments.

**The HR Director shall**
- Ensure provisions for effective staff development – from clarifying needs, to design and selection of methods, through to the delivery and evaluation of interventions.
- Provide all line managers and those involved in the identification and prioritization of staff development activities with the relevant support as dictated by the budget.
- Maintain effective partnerships with departments to ensure individual and team objectives are supported by appropriate development activities.
- Assist supervisors in adopting flexible strategies which promote participation in professional developmental/training activities.
- Offer guidance on the external provision of staff development interventions.
- Ensure such activities are conducted following the University / College's policies and procedures.
- Ensure that mechanisms are in place to ensure accurate training records are maintained.
- Evaluate staff development activities to assure and enhance performance.
- Recommend budget for Staff development using the information derived from the departments.

**Heads of Academic and Administrative Units shall:**
- Be responsible for assessing and communicating professional development and training needs of individual employees in their direct reporting line, identifying and actively encouraging and supporting appropriate learning experiences. Supervisors have the final approval for providing time for professional development and training opportunities.
- Plan for, allow and approve appropriate professional development and training activities that occur as part of work time.
- Demonstrate their commitment to excellence and continuous development.
- Identify needs for the development of their staff arising from an internal and external change at Departmental and institutional levels.
- Liaise with the HR Department for the provision of appropriate developmental interventions and appropriate resources (time and money) for Staff Development activities.
- Ensure training opportunities are supported by the University College's policies and procedures.
- Delegate responsibilities were appropriate and ensure the maintenance of these responsibilities
- Recommend conferences/workshops etc. for staff (Information to be provided to HR for budget purposes.
- Encourage participation in conferences /workshops by the submission of papers etc.

**Supervisors shall:**
- Monitor and evaluate the effectiveness and impact of staff development. This may include contributing to an annual summary of outcomes/benefits to the Department.
- Ensure that individuals have the opportunity at regular intervals, to discuss their Staff Development needs.
- Give staff constructive, honest, and timely feedback on their performance.
- Identify individual and team development needs that take account of both the University College's goals and relevant aspirations of individuals.

- Regularly consider the development needs which will enable individuals or groups to respond effectively to internal and external changes.
- Establish priorities taking account of individual departmental and institutional priorities and making appropriate provisions to meet them within the resources available.
- Where appropriate, approve attendance at relevant staff development activities and make appropriate provisions for the release of staff from their duties.
- Brief and de-brief their staff members who participate in staff development activities, to facilitate effective consolidation of their learning and in some cases dissemination more widely.

**Each staff member shall**
- Be responsible for assessing their job-related skills and knowledge, maintaining a high level of performance throughout their employment at the institution, and seeking approval for appropriate professional development and training opportunities in consultation with their supervisors.
- Reflect at regular intervals upon their performance in their current jobs and future career aspirations and identify their appropriate development needs.
- Discuss with the Dean /Supervisor career aspirations during the Performance Review and meet with their Dean / Supervisor to establish priorities concerning personal, departmental, or institutional objectives.
- Take full advantage of such opportunities.
- Have the option to maintain an individual personal development portfolio as evidence of his/her development and achievement.
- Apply newly-developed knowledge and skills to his/her work and the development of careers.
- Raise the issue, initially with the Supervisor, where difficulties occur.
- Recommend to Supervisor/conferences/workshop which may be beneficial
- Report to Faculty/Department the information gleaned from conferences/workshops attended.

## VI.    POLICY STANDARDS AND PROCEDURES

**General principles**
1. The University shall commit to the development of its staff by encouraging an environment conducive to staff development.
2. All staff development activities will be conducted in accordance with the University College's policies and procedures.
3. All staff shall have equitable access to staff development opportunities, appropriate to their role and aligned to their objectives, but approval to pursue these opportunities shall be dependent on training budgetary constraints.
4. The University is subject to a number of statutory regulations and it must ensure that staff is trained to levels appropriate to their roles in order to perform legally in the best interest of themselves, others, and the institution. Participation in certain staff development activities will therefore be mandatory.

5. In order to gain the most benefit, the University College's staff development processes need to be closely aligned with other planning and review cycles including at the individual, departmental and institutional levels. The planning and review cycles include the annual planning and budget cycle; the performance evaluation cycle; academic course reviews.

6. Funding and/or study leave for staff development must be recommended by the appropriate Dean or Head of Department in consultation with the HR Department for approval by the President.

7. Heads of Departments and Line Managers are expected to encourage and support all staff (regardless of job role, grade, and work patterns) to take advantage of internal and external staff development opportunities relevant to their identified development needs.

8. Staff will be required to take responsibility for their development. In addition to undertaking mandatory and relevant training as required for a particular role, they are expected to avail themselves of the development opportunities provided to enable them to keep their skills updated and respond flexibly to change.

**Guidelines**
**8.1 Identification of needs**
- The needs of staff regarding staff development shall be identified.
- Managers are expected to discuss staff development needs with each of their staff at least annually as part of the Performance Review Process.
- The needs of staff new to the institution should be identified.
- The needs of staff transferring to a new role within the institution should be discussed.
- Department needs in the annual planning and budgetary cycle shall be identified by:
    - Heads of Departments observations and requests
    - Actions arising from the staff themselves
    - Evaluation of feedback from current programmers

Staff development needs may be identified throughout the year. The planning processes will retain flexibility for agreement of additional development needs as they become necessary.

**Needs may include but are not limited to:**
1. Learning directly related to optimal job performance
   a. business skills, including financial stewardship, human resource management, and strategic leadership; knowledge of university policies, procedures, mission or governance structures;
   b. communication skills, including basic skills, conflict management, and resolution, negotiation, and facilitation;
   c. team communications and/or team-building skills;
   d. research funding and grant administration knowledge and skills; e. knowledge and skills in recognizing and responding effectively to discrimination and harassment;
   f. knowledge and skills in the uses of technology to increase the efficiency and effectiveness of the university's business and/or educational practices.
   2. Maintaining and developing professional expertise
   3. Identification of Opportunities.

The Dean / Head of Department/ Supervisor shall:
- keep abreast of the opportunities which may be available for staff development in the area of specialization or otherwise and
- encourage staff to make use of the opportunities.

## VII.    FORMS/INSTRUCTIONS (if applicable)

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## VIII.    APPENDICES (if applicable)

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## VIII.    RELATED POLICIES

- Performance & Development Review Procedures
- Performance Appraisal Policy and Procedures

## VIV.    CONTACT INFORMATION

- Human Resource Management

## VIII.    REFERENCE

STAFF PROFESSIONAL DEVELOPMENT AND TRAINING POLICY, **The Mico University College**

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| **Triggered by:** | Dr. Reda Adel Elazab | 26.3.2022 | Dr. Reda Adel Elazab |
| **Created by:** | Dr. Reda Adel Elazab | 26.3.2022 | Dr. Reda Adel Elazab |
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