

MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY



STAFF TRAINING POLICY AND OPERATIONAL GUIDELINES

MAY 2023

FOREWORD

Developing capacities and competencies of Mbeya University of Science and Technology staff to enable them to deliver services effectively and efficiently entails providing employees opportunities to undergo training which would enable them to acquire new knowledge, skills, and appropriate working culture and attitudes. For this reason, MUST has emphasized the need for MUST employees to undergo training continuously over the years. A key policy statement on the importance of training in the public service is the Public Service Management and Employment Policy (PSMEP) of 1999 (revised in 2008), which states that "all Public Service organizations shall develop a training programme, based on the skills requirements as identified in their human resource plans. The programme shall be funded from their budget allocation, aiming to meet the Organization's capacity requirements and individual employees' personal and career development goals within the available resources". Despite this policy statement, MUST still face challenges in managing the training function at the University. This Policy is a guide to the Management of the training function so that the training of MUST staff becomes systematic and is linked to performance improvement. Colleges, Directorates and Departments are urged to abide by the provisions of this Policy.

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VICE CHANCELLOR

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LIST OF ABBREVIATIONS

AHRMC-	-	Appointment and Human Resource
ADMIN		Management Committee for Administrative Staff
CPA (T)	-	Certified Public Accountant (Tanzania)
CPSP	-	Certified Procurement and Supplies Professional
DAHRM	-	Director of Administration and Human Resource Management
DP	-	Donor projects
DVC	-	Deputy Vice-Chancellor
DVC-ARC	-	Deputy Vice-Chancellor Academic Research and Consultancy
DVC-PFA	-	Deputy Vice Chancellor Planning Finance and Administration
ERB	-	Engineers Registration Board
FTC	-	Full Technician Certificate
HESLB	-	Higher Education Student Loan Board
HR	-	Human Resources
HROs	-	Human Resource Officers
IT	-	Information Technology
M&E	-	Monitoring & Evaluation
MUST	-	Mbeya University of Science and Technology
MTC	-	Mbeya Technical College
MUSTASA	-	MUST Academic Staff Association
NACTE	-	National Accreditation Council for Technical Education
NBAA	-	National Board of Accountants and Auditors
NGOs	-	Non-Governmental Organizations
PO- PSM & GG	-	President's Office Public Service Management and Good Governance
PSPTB	-	Procurement and Supplies Professionals and Technicians Board
PBT	-	Procurement Board of Tanzania
PhD	-	Doctor of Philosophy

- PSMEP - Public Service Management and Employment Policy
- TNA - Training Need Assessment
- TCU - Tanzania Commission for Universities
- TC - Training Committee
- VC - Vice Chancellor

DEFINITION OF KEY TERMS

Local Institutions: Refers to Higher Learning Institutions found within the country in Tanzania and recognized by the National Council for Technical Education and Tanzania Commission for Universities.

Regional/International Institution: Refers to Higher Learning Institutions found outside Tanzania, in Africa and on other continents and recognized by NACTE and Tanzania Commission for Universities.

Training: Refers to the process for providing required skills to the employee for doing the job effectively, skillfully and qualitatively. Training of employees is not continuous, but it is periodical and given in specified time. Generally, training will be given by an expert or professional in a related field or job.

Fellowship: Refers to a system designed to develop employees' talent through opportunities for sharpening or developing new skills that will enable them to perform their duties more effectively and efficiently.

Mentoring: Refers to an employee training system under which a senior or more experienced individual (the mentor) is assigned to act as an advisor, counsellor or guide to a junior or trainee.

Coaching: Refers to the ability to support and assist an employee in defining, setting and attaining measurable goals that he/she has created

within a set period of time through powerful questioning so that they may reach their highest potential.

Induction: Refers to a systematic process of introducing new employees to the Organization, jobs and work groups to which they will belong and the work environment where they will work."

Attachment: Refers to any attachment ranging from three weeks or more but less than six months.

Staff: Refers to any person chiefly responsible for the internal operations of MUST, employed on permanent and contract terms.

Job Rotation: Refers to a management approach where employees are shifted between two or more assignments or jobs at regular intervals of time to expose them to all verticals of an organization.

Tailor-made courses These are courses commonly made for clients whose Staff require covering specific skill gaps or to examine specific problems and find solutions to improve technical, managerial, strategic and operational skills of the Staff or immediate application at work to suit a particular purpose.

Training and Development Sub-Committee: This is a sub-committee established under this document to guide Training and development issues at MUST.

Training plan Is a document developed to indicate training and development priorities identified to address critical business issues of the

University and proposed Staff to undertake the identified programme.

Induction and Orientation Training: A programme designed to assist new employees or employees in new positions to adjust to their jobs and work environment and to instil positive work attitudes and motivation.

Public Servant/Employee: Has the meaning ascribed to under the Public Service Act, No.8 of 2002, as amended from time to time and any other relevant instrument.

Training: Function which is planned and implemented to strengthen the capabilities of public service organizations through efforts to develop the capacities of Staff in terms of skills, knowledge and attitude change in a formal and planned system.

CHAPTER ONE

BACKGROUND INFORMATION

1.1. Historical Background

Mbeya University of Science and Technology (MUST) came into being on 29th March 2012 after being granted a provisional license by the Tanzania Commission for Universities (TCU). On 20th August 2013, the University was granted the Mbeya University of Science and Technology Charter, 2013 which officially established this Institution as a full-fledged University after His Excellence Dr. Jakaya Mrisho Kikwete, the President of the United Republic of Tanzania, when opening the 10th Parliamentary Session on 18th November 2010 who declared the Government intention of transforming MIST to MUST within five years of his second tenure in office as President (2010 – 2015).

The history of MUST dates back to the early 1980s when the Government of Tanzania proposed to have a University of Science and Technology in Mbeya. In 1986, Mbeya Technical College (MTC) was established as a move to establish the University to train students for the award of a Full Technician Certificate (FTC) under the Russian Training Support.

1.2. MUST Vision

To become the leading centre of excellence for knowledge, skills and applied education in science and technology.

1.3. Mission

To develop academically, technologically and socially competent students, Staff and other stakeholders who will be responsive to society's broader needs and challenges.

1.4. The mandate of the University

The strategic mandate of the University is derived from the phrase "Science and Technology" in its name. This mandate is to provide tertiary and higher education, promote technology development, undertake research and consultancy, disseminate knowledge and foster relationships with other agencies to develop the nation.

1.5. Roles and Functions

The major roles and functions of the University are to:

- (a) Provide facilities for study and training in the principles, procedures and techniques in science, technology, and business management;
- (b) Conduct training programmes in the disciplines specified in (a) above;
- (c) Engage in applied research and consultancy services to the public;
- (d) Sponsor, arrange or provide facilities for conferences and seminars;
- (e) Establish colleges, institutes, schools, faculties and departments within the University for the Organization and administration of its work and activities;
- (f) Conduct examinations and grant awards of MUST as approved by the relevant authorities;
- (g) Be a catalyst in science, technology and management reforms through conducting relevant research and educating the public on science, technology and Management related issues;
- (h) Arrange for publication and general dissemination of material produced in connection with the work and activities of the University;
- (i) Engage in self-reliance activities for effective financing and promotion of entrepreneurship;

- (j) Establish and foster closer cooperation with Universities, technical colleges and other institutions of tertiary and higher education and promote international cooperation with similar institutions; and
- (k) Do all such acts and things and enter into all such contracts and transactions as are in the opinion of the Council expedient or necessary for the proper and efficient discharge of the functions of the University.

1.6. Situational Analysis

1.6.1. Performance of Training at Mbeya University of Science and Technology

Training at MUST is guided by various instruments such as the Public Service Management and Employment Policy of 2008, The Public Service Act No. 8 of 2002 (Cap. 298 as amended) and the Standing Orders for the Public Service of 2009, where the University is responsible for undertaking Training Needs Assessment (TNA), preparing Training Plan, allocate funds for training, implementing the Training Plan, and monitoring and evaluating the University's Training Plan.

In order to retain trained Staff, MUST has set bonding procedures for MUST employees sponsored by the Government or private bodies to serve for a minimum of three (3) years after completion of training. This procedure is intended to benefit MUST from the investment made in human capital.

1.6.2. Challenges

In view of the above setting, training at MUST still faces the following challenges:

- (a) Lack of a well-detailed policy and operational guidelines on the Management and coordination of training;
- (b) Inadequate resources for the training of MUST Staff;
- (c) Lack of systematic training geared to prepare MUST Staff to occupy higher positions at the University;

- (d) Limited training infrastructure for in-house training;
- (e) MUST Staff terminating their service after completion of training sponsored by the Government or private bodies; and
- (f) Diversity issues are not featured in training plans and decision-making.

This Policy is intended to address these anomalies by putting in place organized, transparent, fair, cost-effective and realistic systems and procedures in the management of the training function at MUST. It will provide an enabling environment that will facilitate continuous learning to transform MUST in taking the lead in Science and Technology.

CHAPTER TWO

RATIONALE, VISION, MISSION AND OBJECTIVES OF THE POLICY

2.1 Introduction

MUST is fully Committed to the continuous development of its Staff; this will be achieved by helping all Staff identify and meet their job and all related development needs. Staff are entitled to and can expect to receive the training they need to carry out their current role. MUST recognize that its most important resource is its employees; hence, by increasing its Staff's skills and knowledge, the University will produce confident, highly qualified Staff working as an effective and efficient team. This Policy will ensure that we have the adaptability and flexibility to achieve and succeed in staff training and development issues.

2.2 The Rationale of the Policy

Mbeya University of Science and Technology has continuously emphasized the importance of training to all employees. This importance is well illustrated in the Public Service Management and Employment Policy, 2008 (PSMEP), which requires the University to develop a training policy as a guiding framework for employee training issues.

Therefore, this revised Policy is expected to fill the gaps and challenges faced in implementing the existing Policy so that efforts to train and develop MUST Staff are systematically coordinated and managed. In addition, it intends to address anomalies by implementing organized, transparent, fair, cost-effective and realistic systems and procedures for coordinating and managing training functions at MUST.

2.3 Policy Vision

To have a highly trained MUST Staff with appropriate skills, knowledge and competencies delivering quality services, thereby contributing to the

achievements of becoming the leading centre of excellence for knowledge, skills and applied education in science and technology.

2.4 Policy Mission

To ensure that the Training of MUST Staff is effectively and efficiently managed and coordinated through improved procedures/processes.

2.5 Policy Objectives

2.5.1 General objective

To ensure that training for MUST Staff is systematically coordinated and managed for effective and efficient service delivery.

2.5.2 Specific objectives

The specific objectives for the Policy are to:

- (a) Strengthen Management and coordination of training function to MUST Staff;
- (b) Mobilise and allocate resources for the training to MUST Staff;
- (c) Encourage the use of available training infrastructures for organizing training and self-learning;
- (d) Retain MUST Staff sponsored by both Government and private bodies after completion of training;
- (e) Facilitate training and fellowship decisions transparently and rationally;
- (f) Establish application guidance and selection criteria for training and fellowship;
- (g) Meet the present and future MUST manpower demand with regard to trained and skilled personnel;
- (h) Develop dynamic and flexible skills and knowledge, which are necessary to increase MUST productivity and efficiency, thus preventing employee obsolescence in skills and knowledge;

- (i) Enable employees to face future challenges with confidence and creativity;
- (j) Ensure that Staff have a level of knowledge and skill to fully perform their role; and
- (k) Create a learning culture by providing learning opportunities.

2.6 Scope

This Policy provides a general guide to the process of staff training and development for all MUST employees; it includes the following categories of training programmes:

- (a) Short and long courses conducted locally and internationally;
- (b) Seminars, workshops and conferences conducted locally and internationally;
- (c) Study tour and attachments conducted locally and internationally; and
- (d) Orientation/Induction.

2.6.1 Short term training

These courses range from two (2) days to six (6) months, intended to enhance skills and improve the efficiency and effectiveness of employees. Short-term training can either be in-house or off-house training depending on the financial capability of the University. Staff who have attended training may be required to present lessons learnt to the rest of the respective department members after reporting to the duty station.

2.6.2 In-house training

2.6.2.1 Orientation/Induction

New employees must attend the induction programme at MUST's expense before the commencement of new roles. This programme aims to help them become familiar with their new work environment and the people working around them. It will also outline the basic overview of the business, its

services and the new employee's role at MUST. Induction Seminars shall be arranged from within the University and by respective Government bodies.

2.6.2.2 Job rotation

In order to ensure that MUST has multiple employees cross-trained in several areas, employees may be subjected to job rotation depending on the University's need to build the capacity of its employees.

2.6.2.3 Mentoring

All new employees will be subjected to a mentor for not less than a year to enable him/her to perform the assigned duties independently. At the end of the mentorship period, the mentor must state the candidate's ability to perform duties independently in writing.

2.6.2.4 Coaching

It helps quickly identify the weak areas and tries to focus on them. It also offers the benefit of transferring theory learning to practice.

2.6.3 Off-house training

These are training programmes mainly formal in nature where employees attend Training outside the work environment. It often utilizes lectures, case studies, role-playing simulations and others.

2.6.4 Other forms of training

2.6.4.1 Professional Reviews Sessions/Proficient Test

- (a) Relevant authorized and recognized professional boards normally conduct professional reviews;
- (b) An employee shall be permitted to attend a review course and sit for an examination at MUST expenses once for each module of the examination. Subject to unavailability of such course in his/her work station, the employee may attend the course away from the duty station;
- (c) A staff aspiring to sit for examinations conducted by certain professional Boards, e.g. National Board of Accountancy and

Auditors (NBAA), is normally required to attend review courses and sit for examinations per schemes of service and administrative instruments. In order to assist Staff in complying with the board's requirements and, at the same time, minimize costs on the part of MUST, the following special arrangement shall apply;

- (i) The review courses must be conducted by approved and recognized Training Institutions;
- (ii) In order to ensure the University's core activities are not affected by the massive absence of employees, there shall be a schedule for attending such programmes prepared by the Head of the respective area in consultation with the HR department. The schedule shall indicate nominated personnel for each year whom MUST may sponsor, and the schedule shall be communicated to Staff prior to implementation commencement;
- (iii) There shall be chances for self-sponsorship approved by the Management, confirming that the absence of particular Staff shall not affect the University's activities. However, in no circumstance shall the movement of Staff shall not exceed 50% unless the Vice-Chancellor approves it.

2.6.4.2 Seminar/Workshop/study tour conferences and Field attachments

These forms of learning involve meetings between employees in the same field and can be conducted either in-house or away from the workplace.

(a) **As National delegates**

These are conferences/workshops where participants must present papers or contribute to the country. Under such circumstances, Staff with special capacities are required. The

VC shall determine the participants in such conferences/workshops.

(b) **As normal participant**

These are conferences/workshops which require general participants merely for learning purposes. These should follow the training plan and discussed through the training subcommittee.

CHAPTER THREE

POLICY ISSUES, STATEMENTS AND STRATEGIES

3.1 Introduction

This chapter provides the details with regard to how training and development will be administered. Providing the means (strategies) training will thus address the means by which training provision is allocated, monitored, coordinated and recorded.

3.2 Coordination and Management of Training at MUST

Human resources play critical roles in delivering services and achieving socio-economic development goals. Human resource development comprises increasing skills, knowledge and abilities by continuous learning/receiving education and training courses. Accordingly, MUST have to manage and coordinate increased responsibilities of the training function effectively. However, a comprehensive guiding framework for managing and coordinating the training function is absent.

3.2.1 Policy Objective

To strengthen Management and coordination of the training function at MUST.

3.2.2 Policy Statements

MUST shall ensure proper Management and coordination of the training function at MUST.

3.2.3 Strategies

- (a) Conducting periodic training needs assessment to identify skills or competencies in which employees are least proficient through internal data from performance reviews, individual

development plans, supervisor's recommendations and feedback from employees.

- (b) Administering and managing staff training, including the tracking spreadsheet to monitor and track training and development activities.
- (c) Evaluate staff training activities and initiatives by measuring and evaluating the value and impact received in the University's performance.

3.3 Resources for Training to MUST Staff

It is the Government policy that Tanzania should be self-Standing orders for the Public Service of 2009 require every public service organization to set aside sufficient financial provision for training purposes in their annual budget. Due to budget constraints, training is sometimes implemented when time and budgets allow.

3.3.1 Policy Objective

Mobilise and allocate resources for the training of MUST Staff.

3.3.2 Policy Statements

MUST shall mobilize and allocate resources for the training of its Staff.

3.3.3 Strategies

- (a) Managing training costs by matching training needs to appropriate training options and training staff who are most in need of the training;
- (b) Budgeting and allocating funds for training by making sure each financial year there is an increase in training budgets hence the increase of Staff attending long-term and short-term courses.
- (c) Identifying various scholarships options, both internally and internationally, for staff training activities.

3.4 Training programmes to MUST Staff

MUST Staff are divided into two levels: Teaching Staff and Non-teaching Staff; in these two levels, MUST has been providing training for skills and professional enhancement, induction/orientation programmes, and managerial and leadership programmes. However, most of these programmes are not structured to address the needs of different levels, cadres and responsibilities of Staff. In addition, there is no systematic training geared at preparing MUST Staff to occupy higher positions at MUST.

3.4.1 Policy Objective

To address the needs and enhance change of different staff levels in the training programmes offered.

3.4.2 Policy Statements

MUST shall:

- (a) Ensure that training programmes respond to the needs of different levels of Staff and contribute to the succession needs; and
- (b) Groom and nurture potential leaders at all directorates.

3.4.3 Strategies

- (a) Engaging various stakeholders in developing training programmes yearly;
- (b) Evaluating set training programme yearly by asking employees about their experience and the effectiveness of existing training programmes; and
- (c) Communicating the developed training programme to all levels of Staff.

3.5 Training infrastructure at MUST

Training infrastructure, including seminar rooms, laboratories, ICT facilities and video conferencing, are necessary for in-house training. MUST has

created an enabling environment that supports the use of ICT facilities. In addition, MUST has established various Colleges with ICT facilities at the Main Campus and Rukwa Campus College. Despite the presence of these facilities, they have not yet been fully utilized for training.

3.5.1 Policy Objective

To encourage the use of available training infrastructure for organizing training and self-learning.

3.5.2 Policy Statements

MUST shall encourage the use of available training infrastructure for training purposes, self-learning and distance learning.

3.5.3 Strategies

- (a) Improving ICT facilities for training purposes annually
- (b) Collaborating with various partners in the delivery of training activities
- (c) Equipping available training infrastructures to suit training activities

3.6 Retention of MUST Staff

The Government, Private Bodies and MUST have been sponsoring MUST staff for short-term and long-term training to improve their performance and retain them at MUST. However, some employees terminate their services soon after completion of their training. As a result, MUST do not realize the intended objective and value for money invested in training.

3.6.1 Policy Objective

Retain employees sponsored by Government, Private Bodies and MUST after completion of training.

3.6.2 Policy Statements

MUST shall ensure MUST Staff are retained after completion of training by continuously improving the working condition and enforcing the training bond agreement signed.

3.6.3 Strategies

- (a) Conducting regular reviews of incentive packages as a strategy to reward top performers financially;
- (b) Continuously improving the working environment by providing tools needed to work effectively;
- (c) Continuously communicating the Organization's purpose for helping employees connect and engaging in University's operations; and
- (d) Creating career pathing for their growth by increasing awareness of opportunities for promotion and upward mobility within the University for reassurance of their future with the University;

CHAPTER FOUR

POLICY COMMUNICATION AND IMPLEMENTATION

4.1 Introduction

This Policy will be implemented through various activities derived from set-out objectives. In this regard, the Policy implementation through the Operational Guidelines will address matters on managing training and fellowship through transparent decision-making and guidance on selection criteria by involving various stakeholders playing different roles and responsibilities.

4.2 Establishment of Training and Development Subcommittee

This Policy establishes a training and development Sub-Committee comprising the following members:

- | | | |
|-----|--|-------------|
| (a) | DVC-PFA | Chairperson |
| (b) | DVC-ARC | Member |
| (c) | Principals/Directors | Member |
| (d) | Director of Planning & Investments | Member |
| (e) | Director of Finance | Member |
| (f) | Two Representatives from Trade Unions | Member |
| (g) | One Representative from MUSTASA | Member |
| (h) | Director of Administration and Human Resource Management | Secretary |

4.2.1 Appointment and Procedures of the Subcommittee

- (a) The Vice-Chancellor shall appoint members of the Subcommittee, and issues from the Training and Development Subcommittee which require the attention of the Council shall be channelled through the Appointment and Human Resource Management Subcommittee and later Appointment and Human Resource Management Committee.

- (b) The Subcommittee, upon approval of the Vice Chancellor, may co-opt any person within MUST who has expertise on the matter at hand when the need arises.
- (c) In the absence of the substantive Chairperson, members will elect a person among themselves to chair the meeting.
- (d) The Subcommittee shall meet twice a year and whenever necessary, depending on training issues.

4.2.2 The function of the Subcommittee

The Subcommittee shall perform the following functions:

- (a) Review priorities of training needs of MUST and recommend eligible applicants for training award;
- (b) Coordinate the review of Training Policy;
- (c) Ensure compliance with Training Bond and recommend appropriate action on breach of Training Bond;
- (d) Solicit sponsorship, monitor and ensure effective and fair use of the training budget;
- (e) Approve training proposals, oversee the implementation of the training activities and the respective training plans/programmes;
- (f) Endorse and implement training plan;
- (g) Advise the Management on the nomination of eligible candidates for local and overseas training;
- (h) Advise the Management on the quality of the training offered by various training providers to realize value for money;
- (i) Advise the Management on various steps of Training Policy implementation; and
- (j) Monitor and evaluate the implementation of the training plan and produce an annual performance report to be submitted to relevant committees.

4.2.3 Core Values of the Training Subcommittee

The following core values shall guide the Subcommittee:

- (a) Impartiality and commitment during the selection process.
- (b) MUST interests will supersede individual/group
- (c) Fairness and objectivity
- (d) Integrity
- (e) Openness
- (f) Confidentiality
- (g) Maintain respect and dignity of all MUST staff.
- (h) Discharge duties with diligence and honesty

4.2.4 The roles of the Chairperson

- (a) Ensure meetings are conducted according to schedules;
- (b) Chair and facilitate the smooth running of the meetings;
- (c) Report the outcome of the meetings to the Management; and
- (d) Ensure that extraordinary meetings are conducted when necessary.

4.2.5 The functions of the Secretary

- (a) Organize the subcommittee meetings after consultation with Chairperson;
- (b) Present report on applicants and other training needs to the Subcommittee;
- (c) Prepare minutes and keep records of the meetings;
- (d) Oversee implementation of deliberations of the meetings;
- (e) Present performance training reports to the meetings; and
- (f) Provide timely feedback to applicants.

4.3 Criteria for Selection

During the selection process, the Subcommittee shall be guided by the following criteria:

- (a) Priority of MUST training needs should be identified by College/Departments and communicated in writing to Staff through internal communications avenues, and personnel

listed in the training programme shall be given priority before considering the rest of MUST members;

- (b) The applicant should be in MUST training plan for the particular year;
- (c) The applicant should be confirmed as an employee of MUST on permanent terms; however, depending on the circumstances at hand, unconfirmed Staff may be selected for further training provided that the remaining probation period shall be served after completion of studies;
- (d) The training requested shall align with the progression of the trainee's field of study;
- (e) Applications must have recommendations from Head of Departments/Principals/Directors;
- (f) Staff serving on contract terms may be allowed for long-term courses provided they commit to self-sponsorship, and such studies may not in any way affect their responsibilities;
- (g) The training budget for each financial year shall guide training subcommittee deliberations and recommendations;
- (h) The training Subcommittee recommendations shall ensure that selection criteria used to recommend candidates for training opportunities are those provided in the Training Policy;
- (i) The remaining period before one's retirement in connection with the type of training in question shall be considered (preferably three years) so as to allow Staff to contribute to the University using new knowledge acquired;
- (j) The last date from the last/previous training should be two years;
- (k) Suitability and capability of the employee in relation to the training;
- (l) Immediate and future manpower requirements of the University;

- (m) Equal distribution of training opportunities, but priority will be given to critical manpower needs and lacking skills in the University;
- (n) The seniority of the Staff concerned, especially where a choice of more than one candidate of the same cadre is to be made;
- (o) The number of Staff to be recommended for training at any given time should not affect the work performance of the Department/College;
- (p) In case a member of Staff secures sponsorship, he/she shall be allowed to go for training provided the programme of study is relevant to his/her area of work and that the gap left behind is not critical;
- (q) The contribution of the training to the employee's career progression; and
- (r) Gender balance for qualified candidates should be considered.

4.4 Application Procedures for Study Leave

Applications by individual Staff shall be submitted in writing to the VC through DVC's, respective Principals/Directors and Heads of Departments stating explicitly that the programme is relevant to his current roles. Applications which do not follow this procedure shall not be considered. ***A template Application Letter is as STPG: 1***

The Vice Chancellor shall grant a study leave release award considering recommendations from DVCs and respective Principals/Directors/Heads of Department. However, the Vice Chancellor shall have final authority to approve and award study or disapprove the applications.

4.5 Appeal

Dissatisfied applicants will table their appeal to the Vice-Chancellor, who shall appeal the recommendation based on the criteria for selection.

4.6 Responsibilities of various Stakeholders

4.6.1 Individual Staff Member

All Staff are required to understand and internalize the goals, objectives, and directives of this Policy so as to abide by the implementation procedures. Specifically, staff members are supposed to:

- (a) Take primary responsibility for acquiring or improving job-related competencies;
- (b) Pursue and participate fully in the training programme to the satisfaction of MUST and/or sponsors;
- (c) Use the knowledge and skills gained from training diligently and effectively for the benefit of MUST;
- (d) Sign a Bonding Agreement (**STPG: 2**) to work for the University for a specified period following completion of training, whether sponsored/privately sponsored;
- (e) Comply with training bond agreement including, among others completing studies on due time with required grades (specifically for teaching staff), submission of regular Progress Report to the Management contrary to which severe disciplinary measures may be imposed;
- (f) Identify their own training needs and discuss the needs with their supervisors;
- (g) Solicit training and development opportunities and communicate them to the Management;
- (h) Submit original academic transcript within a prescribed period after completion of the study; and
- (i) Submit to the Management training report for short courses immediately after completion.

4.6.2 Principals/Directors/Heads of Departments

- (a) Oversee preparation of Staff Training Plan (**Template is provided as STPG: 3**);
- (b) Identifying the training needs of their employees;

- (c) Providing on-the-job training where possible;
- (d) Providing opportunities for personal staff development after identification of employee's talent, skills and knowledge;
- (e) Evaluating the effectiveness of activities of Staff related to training and development;
- (f) Recommend all applications from his/her subordinates;
- (g) Making follow-up on the progress of Staff attending long courses or short courses; and
- (h) Initiating necessary procedures in the event of disciplinary issues involving his Staff on Training.

4.6.3 Human Resource Management Department

- (a) Facilitating the staff training issues and making sure Departments/Colleges reviews training programme timely;
- (b) Following up progress reports of Staff attending various courses within and outside the country;
- (c) Coordinating training issues within and outside the country;
- (d) Implementing training programmes according to approved recommendations;
- (e) Keeping records of all Staff on studies inside and outside the country;
- (f) Providing reports regarding staff training in relevant meetings;
- (g) Liaison with College/Directorates/Department and individual Staff on training and development issues;
- (h) Advise employees on training-related issues accordingly; and
- (i) Provide career counselling to Staff.

4.6.4 Vice Chancellor

- (a) Approve/disapprove training applications and recommendations timely;
- (b) Sign letters of release & sponsorship contracts timely;
- (c) Allowing/disallowing appeals from applicants;

- (d) Provide recommendations on candidates' applications for fellowships sponsored by other Institutions;
- (e) Terminate/withdraw sponsorship in case of non-fulfilment of the set conditions; and
- (f) Ensure compliance with the set agreement related to training.

4.7 Identification of Staff Training and Development Needs

Training gaps shall be identified through the assessment of the skills, knowledge and attitude of an employee needed to perform his/her current job successfully and shall be made parallel to the job description and personal qualifications through the following areas/ways:

4.7.1 Staff Performance Appraisal

The performance appraisal process becomes a source of training needs of individual Staff when the performance is below expectations, and it is proven that training can help to improve individual performance. Recommendations from supervisors will be considered.

4.7.2 Change of Responsibilities and Duties of MUST

Changes in Organization's obligations may lead to changes in the organogram, duties and responsibilities, resulting in the incumbent possessing new academic qualities, hence establishing training needs for Staff.

4.7.3 Change of Technology

Providing quality and reliable client services must align with technological advancements like introducing e-governance updates and new devices and software versions. Acquisition of new advanced equipment and software may lead to new training needs.

4.7.4 Change of Laws, Rules and Regulations

In order to comply with Government laws, rules and regulations, this may necessitate training to be in line with the new laws, rules and regulations.

4.8 Application Procedures for Long-term Courses

Applications for long-term courses locally and internationally shall be submitted to the Vice Chancellor one month before the deadline; the decision will depend on meeting the criteria for selection and availability of funding to support such arrangements.

4.9 Sponsorship Coverage for Long Courses, Seminar/ Workshop/Study Tour Conferences and Field Attachments

Sponsorship by MUST shall cover items indicated by the training institution and those with approvals from Minister responsible for such training, which include:

- (a) Registration fees/conference fees
- (b) Outfit allowance for seminars/workshops/studies conducted abroad.
- (c) Per Diem and Incidental allowances
- (d) Return economy air/surface ticket
- (e) Local transport

4.9.1 Partial Sponsorship

The Management may recommend partial sponsorship for employees in the training programme. Any emerging need for such training shall be handled administratively by the Management, and the Subcommittee shall be notified of the decisions.

4.9.2 Self-sponsored Employees

Where the Staff secures the opportunity to train at an expense other than that of the University and where such training is not within the training programme, the employee shall be allowed to go for training, provided such

training is relevant to University's operations and is in line with Staff's career advancement.

Where the Staff insists on taking the course that the University believes is irrelevant and leaves for such training beyond/contrary to the University decision, he/she shall be advised to seek Leave Without Pay permit from the Permanent Secretary (Establishment) through the Vice Chancellor.

4.10 Special Training Programmes

MUST shall prepare in-house special training programmes (tailor-made courses) to address specific skill gaps/deficits. Such programmes shall be included in the MUST Staff Training and Development Plan.

4.11 Long-term Courses

Long-term courses are courses that last for more than six (6) months; these include:

- (a) Postgraduate courses such as PhD, Master's Degree and Postgraduate Diploma;
- (b) Higher education courses of at least three (3) years in duration, leading to a Bachelor's degree or equivalent qualification recognized by the Government;
- (c) Ordinary Diploma courses of at least two years in duration leading to an Ordinary Diploma or other formal qualifications recognized by the Government;
- (d) Certificate courses of at least one year in duration leading to an award of a certificate or other formal qualifications which are recognized by the Government being offered at a government - approved training institution; and
- (e) Courses exceeding 6 months intending to enhance skills and improve efficiency and effectiveness.

4.11.1 General Conditions Underlying the Long-term Training

- (a) Every Staff shall be considered for training provided the conditions set in this Guideline are adhered to.
- (b) A new employee shall be eligible for training after completion of 2 years unless employment contract terms direct otherwise or in the event of securing sponsorship.
- (c) Training offered shall be linked to the staff work/career, prevailing need for training at such particular time, suitability of the participant and financial position of the University.
- (d) The age for the Staff applying for sponsorship for long-term training should not exceed 50 years at the time of graduation.
- (e) Staff not eligible for long-term training because of their age shall be advised to apply for a short course.
- (f) Staff pursuing long-term training within the country may be required to report at their work places during vacations.
- (g) Staff undergoing training must ensure they abide by academic standards set by respective Institutions.
- (h) Subject to good conduct and satisfactory progress in his/her course, the Staff attending long-term courses will remain eligible to be considered for promotion according to MUST Schemes of Service and Government directives.
- (i) The position of Staff whose appointment is terminated during his course/ training shall be determined based on the following;
 - (i) Where the Staff who is attending a course financed by the University is terminated on disciplinary grounds, or he/she is removed from employment in the Public Interest, the University will withdraw the sponsorship immediately.
 - (ii) The Staff whose appointment has been terminated under section I (i) above may be permitted to continue

his course as a private student at the discretion of the Institution Authority he/she is attending with effect from the date of termination of his/her appointment.

- (iii) Where the Staff whose appointment has been terminated on disciplinary grounds successfully appeals, he/she shall subsequently be reinstated to his course under the University sponsorship.
 - (iv) Where the Staff on Training is discontinued from his/her studies on disciplinary grounds, the Staff may be liable to disciplinary proceedings upon resuming his duties.
 - (v) Where the Staff on Training is terminated on academic grounds, MUST or any other organizations sponsor will not be entitled to new long course on MUST sponsorship. However, he/she can be permitted to study after attaining other sponsorship.
- (j) Conditions for repetition of examination/ course extension:
Where the Staff fails the examination in whole or in part and extension in the total duration of the course will be involved to enable him to obtain the qualification for which he is studying, he/she may be permitted provided the following conditions are met:
- (i) There are justifying circumstances, e.g. Illness of family or personal difficulties leading to failure in the first attempt;
 - (ii) The examination authorities permit repetition;
 - (iii) The Institution is prepared to admit the student to any repeated term(s) or year of the course;
 - (iv) The employee wishes to repeat the examination and /or to repeat the terms or year of coursework which may be involved;
 - (v) Funds are available to allow repetition without any more deserving candidates being debarred; and

- (vi) The total increase in the course duration will not exceed one academic year; however, additional time may be approved on merit for deserving cases.
- (k) For Staff to qualify for full-time long courses, he/she must be in the training programme of MUST. However, under special circumstances, Staff not in the training programme may be allowed for full-time long-term courses provided the course is relevant to MUST and there is readily available sponsorship;
- (l) For Staff to qualify for long-term courses, he/she must be employed on Permanent and Pensionable terms. However, Staff on contract terms may be permitted for long-term courses provided they are self-sponsored, and the studies will not affect his/her work performance;
- (m) No staff shall be allowed to attend full-time training, both sponsored or private sponsored, without securing formal release from the Management;
- (n) Staff shall be required to submit a signed academic progress report from the training institution at least twice a year or as the case may be.
- (o) On completion of long-term studies, Staff are required to submit a certificate when it is made available by the training institution;
- (p) Upon completion of long-term studies, Staff are required to report back to his/her substantive duty post;
- (q) Staff granted Leave Without Pay to attend a course of more than twelve months on self-sponsorship or sponsorship by any donor shall be required to request for reinstatement of his post to the Permanent Secretary (Establishment) through the University;
- (r) Staff attending long-term courses shall not be allowed to change the course programme without prior consultation with the Management;

- (s) The following arrangements shall also apply to a staff attending long course training of more than twelve (12) months where Staff will be provided with requirements indicated in the joining instructions plus:
- (i) Transport and travelling privileges between his duty station and the training institution at the beginning and end of each term; and
 - (ii) It may be paid by his employer or donor ordinary subsistence allowance for each night necessarily spent on the journey from his duty station and the venue of the course and back to his station. Subsistence allowance may also be paid for any night during which the Staff is unavoidably detained between his duty station and the course venue while in transit.
- (t) If the Staff fails to abide by conditions set in this Training Policy and Operational Guidelines, the University Management shall reserve the right to withdraw sponsorship, and disciplinary proceedings shall be taken.

4.11.2 Terms and Conditions for Part-time/Evening/Distance Long Courses

For Staff to qualify for part-time/evening courses, the following conditions must be fulfilled:

- (a) The proof that the training institution provides a part-time /evening programme must be obtained;
- (b) The discipline intended must be in line with own career advancement objectives;
- (c) The immediate supervisor must confirm that staff attendance will not affect the performance of the respective area;
- (d) The release shall consider the seniority list; and

- (e) Staff selected to attend part-time/evening programmes will not be deducted his/her examination days in the annual leave.

4.12 Sponsorship Coverage

The training institution shall determine training costs through joining instruction/fee structure.

4.13 Vacation during Training

4.13.1 Vacation before and after Departure for Training Outside the Country

Where a Staff wishes to visit his home before leaving Tanzania to attend a long course and/or on his return, he may utilize his normal leave entitlement; a Staff who has no leave due to him may be granted not more than 14 days extra leave before his departure and the same amount of leave immediately after his course which shall be deducted from his normal leave entitlement.

4.13.2 MUST Employee Attending Long Course outside the Country to Visit Tanzania or other Country

Staff on training outside the country who wishes to travel to Tanzania or some other country or countries for a holiday at his/her own expense during a vacation in his/her course may be permitted to do so at any stage of his course, provided that he obtains prior clearance from the relevant authorities of the Institution he is attending and of the Tanzania Diplomatic Mission accredited to the country in which he is studying.

4.13.3 Staff on Vacation

A Staff attending long course training may be required during his vacation to report to his Employer for work provided that his/her training

institution does not require him/her to participate in any study programme during vacation.

4.13.4 Transport, Travelling and Subsistence Allowance

The Staff may be provided with normal transport and travelling expenses between his duty station and the port of departure or arrival in Tanzania on leaving for and returning from the course. The Staff may also be paid a subsistence allowance for each night spent on the journey from his duty station to the port of departure and back to his station from the port of arrival at the end of the course. Subsistence Allowance may also be paid for any nights during which the Staff was unavoidably detained while in transit between his station and the port of departure or arrival.

4.14 The Sources of Funds and Scholarship Coverage for Long Courses

4.14.1 Sources of funding

- (a) MUST shall be responsible for the Training and development of her Staff and shall set aside an annual budget for the training.
- (b) Other sources of funds shall be:
 - (i) The Government
 - (ii) HESLB
 - (iii) Own Source
 - (iv) Donors
 - (v) Scholarships
- (c) The training plan will set priority courses that may have been partially or fully sponsored by other organizations apart from MUST or individually, provided such sponsorship evidence is needed before approval.

4.14.2 Mode of submission/remittance of sponsorship

- (a) Tuition fees shall be paid directly to the institutions' bank account
- (b) The stipend shall be paid to a students bank account
- (c) Book and stationary allowance will be paid according to institutions directives
- (d) Research shall be paid to the Institution's bank account unless stipulated otherwise by the relevant Institution
- (e) Health Insurance shall be paid to the student's bank account unless stipulated otherwise by the relevant Institution

4.14.3 Inadequate Funding by the Donor

- (a) Where the Staff has been awarded a donor-funded scholarship, and such donor does not provide adequate training funding, the remaining portion may be funded by the University provided that the particular training/course is relevant to MUST.
- (b) Where the Staff has secured a scholarship on personal arrangements, and the Staff finds the funds provided are inadequate, the University may assist such Staff when funds for training are available and where such course is relevant to MUST /career development.

4.14.4 Cost Effective and Value for Money

The Management aims to improve MUST services by building Human Resource capacity through courses on priority areas and avoiding individual priority-driven courses. This will be achieved through a combination of factors such as:

- (a) Whenever possible, training shall take place locally. Where local institutions have inadequate training facilities or where local facilities are non-existent, efforts shall be made to secure and utilize training opportunities and scholarships

that may be made available by friendly countries and international organizations;

- (b) Scholarship and training outside the country shall be geared to transfer specialized knowledge, skills and leadership qualities required for the MUST;
- (c) A staff who has attended a long course and failed the final examination both initially and after the grace period offered by the Management may be permitted to attend distance/evening course at his own expense; and
- (d) In all other cases, Staff may be permitted to attend a review course and sit for an examination at the Organization's expense once for each part of the examination.

4.15 Training Records

- (a) All staff training records/statistics will be kept indicating the name and gender of the employee, check number, Institution, place, and period in which training took place, Department in which Staff works, designation, a profession in which he was employed with;
- (b) Staff who have completed any training event shall submit a written report on the training within 14 days after resuming his/her duties;
- (c) A training record for each member of Staff will be kept centrally by the Human Resource and Administration Unit. Therefore, Principals, Directors and Heads of Departments shall ensure that Human Resource Office is up-to-date with any training and development that has been given to MUST employees;
- (d) Staff subjected to relevant professional boards' requirements shall submit their records to the Human Resources office for administrative purposes. HROs may consult relevant professional boards for confirmation;

- (e) The Human Resource office shall ensure the safekeeping of all training and development records at MUST, including associated costs. Relevant documents must be inserted in the individuals' personal file;
- (f) Whenever there is any change in fee structure, Staff shall notify the Employer in writing;
- (g) In the event the change of course type happens by the training Institutions, the Staff may be permitted to change after the approval from Management supported by a recommendation from the training institution; and
- (h) Staff who have completed long-course training shall submit a certificate and his/her thesis, which shall be kept in the MUST library.

4.16 Repetition for Examination/Extension of Studies

- (a) Staff attending a long course who fails to complete the course in the specified time and is subjected to repeat the year, the cost of a repeated year shall be met by the Staff and shall only be allowed to do so once.
- (b) Request for Extension of Studies shall be made in accordance with Institution's procedure.
- (c) Where Staff fails an examination in whole or in part during extension, he may be permitted to sit the necessary supplementary or repeat examinations, provided the following conditions are met:
 - (i) The training institutions permit repetition;
 - (ii) The Institution is prepared to admit the student to any repeated term(s) or year of the course;
 - (iii) The student himself wishes to repeat the examination and/or to repeat the terms or year of coursework on his cost; and
 - (iv) The total increase in the course duration will not exceed one academic year unless there is a long period

of sickness of six months or more, in which case a total increase of up to two academic years can be considered in such cases.

4.17 Discontinuation

- (a) Discontinued Staff due to misconduct will be subjected to disciplinary procedures;
- (b) Discontinued Staff due to failure of subjects shall be given a chance to apply again in the same Institution or other Institution one year after discontinuation at his/her own cost.

4.18 Study Leave

Staff selected to attend an in-service course shall be granted study leave as per the following categories:

- (a) **Leave with pay**

In the case of a long course, which is in the Staff Development programme of the Employer, Staff shall be granted leave with pay.

- (b) **Leave without pay**

In the case of long course requests, the Staff not in the staff development programme shall be advised to seek leave without pay from President's Office Public Service Management and Good Governance (PO PSM & GG) provided he has been confirmed from employment.

- (c) **Special Leave of Absence with Pay**

In the case of short courses and other forms of training, other than long courses, the Staff shall be given special leave of absence with pay;

- (d) Subject to sub-paragraphs (a) and (b), the Staff normal leave entitlement for one annual leave cycle shall be regarded as

being utilized for each complete year of absence. Where the Staff member is absent from duty attending the course which is less than twelve months, the special study leave shall not count in any way against his normal leave entitlement;

- (e) The format of the Study Leave permission letter (Terms and Conditions of *Study Leave is as shown as STPG: 4*);
- (f) Request for Extension of Study Leave shall be made by Staff in writing; and
- (g) Staff who resumes duties after his/her study leave shall write a letter to that effect.

4.19 The Position of a Staff whose Appointment is Terminated during his Course

- (a) Where the appointment of Staff who is attending an in-service course financed by the MUST/Government is terminated on disciplinary grounds, the Management/Government shall withdraw the sponsorship immediately;
- (b) Staff whose appointment has been terminated under subparagraph (a) may be permitted to continue with his/her course as a private student at the discretion of the authorities of the Institution he/she is attending;
- (c) Where a staff whose appointment has been terminated on disciplinary grounds successfully appeals against his termination and is subsequently reinstated into MUST service, he/she may be re-admitted to his course under MUST sponsorship;
- (d) Where a staff attending an in-service course is discontinued from his/her studies on disciplinary grounds, the Staff upon resuming his duties, may be liable to disciplinary proceedings;

- (e) Where Staff is attending a course with a scholarship awarded by a donor, sub-paragraph (d) shall apply subject to the terms of any agreement in force between the donor and this Government and/or the Staff and subject to any other relevant factors. Where any such case arises, the full facts shall be reported immediately, as a matter of urgency; and
- (f) Staff attending in-service courses shall not be retrenched from service; if circumstances necessitate his retrenchment, his sponsorship shall continue.

4.20 Bonding Agreement

Staff selected to attend a course of more than twelve months, sponsored by MUST or any donor, shall be subjected to fulfilling the following study bonding conditions:

- (a) Staff selected for training (private/sponsored) both within and outside Tanzania shall be required to fill in the Bonding Agreement forms prior to his departure for the course, stating that on completion of his/her studies, he will be bound to work for the University for a period of at least three (3) years or five (5) years before transferring to another employer.
- (b) The bond shall cease to apply if the trained employee reimburses the University's full training costs.
- (c) Violation of the bond may lead to prosecution or refund of expenses incurred.
- (d) Staff shall not be allowed to terminate his/her employment while on study leave or immediately after completion of the study; and
- (e) All other conditions as stipulated in the Bonding Agreement forms shall apply.

4.21 Payments of Salary and other Allowances for Staff Attending Training

4.21.1 Salary

Staff attending training shall be paid his/her monthly salary unless directed otherwise by higher authorities or the Staff has been granted leave without pay.

4.21.2 Recovery of Advances Outstanding

Staff attending in-service courses shall be liable for recovery of advances or advances outstanding in accordance with MUST Financial Regulations.

4.22 Staff Privileges after Training

4.22.1 Double Increment

Staff who has attended a long course training of not less than one academic year in the related field of specialization shall be granted a double increment in their salaries from the date they have acquired such qualifications (certificates), provided the increment shall not exceed the employee's salary scale bar provided they fall under cadres entitled for double increment; the training courses referred include:

- (a) PhD
- (b) Master's Degree
- (c) CPA (T)
- (d) CPSP

4.22.2 Staff Re-categorization

Upon successful completion of the course, Staff may be eligible for re-categorization under the following circumstances:

- (a) Where the training undertaken is within the field of specialization in which the Staff is employed and has completed the training within the field of specialization, he may be re-categorized and carry his/her salary provided the

permission is obtained from President's Office Public Service Management and Good Governance (PO PSM & GG).

- (b) Where the training undertaken is not within the field of specialization in which Staff was employed and has successfully completed the training, he/she may be re-categorized, and his/her salary will start at the entry point of the new cadre unless is directed otherwise by (PO PSM & GG).

4.23 Short term Courses

Short-term courses are courses that last less than Six (6) months; these include;

- (a) **Short courses not more than one month sponsored by Donors**

Staff attending short courses of not more than one (1) month which are also sponsored by donors within the country, shall be paid as per governing circulars.

- (b) **Short courses not more than one month sponsored by the Government of Tanzania**

Staff attending short courses of not more than one month sponsored by the Government of Tanzania shall be paid as per governing circulars.

- (c) **Short courses conducted near the working stations**

Staff attending short courses conducted near the working station shall be paid as per governing circulars.

- (d) **Short courses within the country for more than one month sponsored by Government**

Staff attending short courses of more than one month within Tanzania, which the Government sponsors shall be paid as per governing circulars.

(e) **Short courses outside the country not more than one month sponsored by the Government**

Staff attending short courses of not more than one month outside the country, which the Government sponsors shall be paid as per governing circulars.

(f) **Short courses outside the country sponsored by the Donors**

Staff attending short courses outside the country, which the Government sponsors shall be paid as per governing circulars.

(g) **Short courses outside the country sponsored by the Government and Donors**

Staff attending short courses outside the country, which the Government sponsors and donors shall be paid as per governing circulars.

(h) **Short courses outside the country (more than one month) sponsored by the Government**

Staff attending short courses outside the country for more than one month, which the Government sponsors shall be paid as per governing circulars.

(i) **Short courses outside the country (more than one month) sponsored by the Government and Donors**

Staff attending short courses outside the country for more than one month, which the Government sponsors and donors shall be paid as per governing circulars.

4.23.1 Application Procedures for Short course/ Seminar/Workshop/Study Tour Conferences

Application for short courses/seminars/conferences or study tours conducted locally or abroad shall be submitted to Vice Chancellor two (2) weeks before the deadline. Invitations received from any other sources with a short deadline, the decision will depend on the discretion of the Vice Chancellor and the availability of funds to support such arrangements.

4.23.2 General Conditions Underlying the Short -Term Training

- (a) Every Staff shall be considered for short-term training provided the conditions set in this Policy are adhered to.
- (b) Training offered shall be linked to the staff work/career, prevailing need for training at such particular time, suitability of the participant and financial position of the University.
- (c) In the event of Staff absence from duty attending the course which is less than twelve months, that special study leave shall not count in any way against his normal leave entitlement. The availability of funds and the number of Staff remained for a short course to each department/section will determine the time to serve before being allowed to attend another seminar/workshop unless there is a special need as may be determined by the Vice-Chancellor or a College/Directorate or where the Staff has secured sponsorship hence no objection will be given to Staff.
- (d) For Staff to qualify for short-term courses, he/she must be in the training programme of MUST; however, under special circumstances, Staff not in the training programme may be allowed for short-term courses provided the course is relevant to MUST, and there is readily available sponsorship.
- (e) Staff must be employed on Permanent and Pensionable terms to qualify for short-term courses. However, Staff on contract terms may be permitted for long-term courses

provided the studies will not affect his/her work performance.

- (f) No staff shall be allowed to attend sponsored or privately sponsored short-term training without securing formal release from the Management.
- (g) Staff shall be required to submit a certificate of attendance and/or short-term studies report from the Training Institution after every training attended.
- (h) Upon completion of short-term studies, Staff are required to report back to his/her substantive duty post.

4.23.3 The period required to Serve MUST before attending another Short-course/Seminar/Workshop.

The availability of funds and the available number of Staff in the department/section will determine the time to serve before being allowed to attend another short-course/seminar/workshop unless there is a special need as may be determined by the Vice-Chancellor or a given College/Directorate or where the Staff has secured sponsorship.

CHAPTER FIVE

MONITORING AND EVALUATION

5.1 Monitoring and Evaluation

5.1.1 Objectives of Monitoring and Evaluation

The monitoring and Evaluation system is designed to track and keep records on implementing the Staff Training Policy and Operational Guidelines. The general objectives of the M &E system will be the following:

- (a) Firstly, to track performance in terms of inputs, outputs, outcomes and impact levels, using quantitative and qualitative indicators established to justify the returns of investment and achievement of the desired objectives;
- (b) Secondly, to provide a mechanism for feedback that will enable MUST to have a detailed and regularly updated picture of the policy implementation; and
- (c) Thirdly, to provide necessary data and sufficient information to the Management and other stakeholders on implementing the training function in the service.

5.2 Monitoring System

Monitoring will be used as a continuous feedback system involving overseeing periodic reviews of each activity at every level of implementation of the Policy. The monitoring system will focus on meeting the information needs of different key training stakeholders. The system will ensure there are performance indicators and targets to indicate the roadmap of the implementation of the Policy. Specifically, it will ensure the following:-

- (a) Staff are responsible for making relevant registration as soon as possible and is subjected to verification by the Employer;
- (b) Staff who have been released to attend long courses shall be required to prepare a progress report and submit it to Vice-Chancellor;

- (c) The training Committee shall make follow-ups and ensure that the progress report from the Institution is obtained at the end of every semester; and
- (d) The training Subcommittee shall communicate with the Training Institutions to ensure whether the candidate's supervisor approves the research proposal. Once approved, research fees shall be payable to relevant students.

5.3 Evaluation System

Evaluation of the Policy shall be under taken to justify the returns on investment and achievements of the desired objectives. This will measure the relevance, efficiency and effectiveness of the MUST training function, identify challenges occurring, and provide possible solutions. The evaluation system will be designed to define the purpose, types and frequencies of evaluation. Similarly, it will set systems for sharing evaluation findings with stakeholders to improve the implementation of this Policy.

5.4 Legal framework

This Policy will be implemented in accordance with the provisions of the Public Service Act No. 8 of 2002, as amended from time to time and the Public Service Regulations of 2022, whereby reviews of the existing legislations, procedures and regulations pertaining to Staff Training Policy and Operational Guidelines will periodically be undertaken by carrying out appropriate changes in the existing Policy.

APPROVAL

According to the Council Meeting of Mbeya University of Science and Technology (MUST) held on, paper No, Staff Training Policy and Operational Guidelines has been read and approved.

Hon. Dr. Zakia Hamdani Meghji
MUST Council, Chairperson
Secretary

Adv. Lugano Mwakilasa
MUST Council,

Signature:

Signature:

Date:

Date:.....

BIBLIOGRAPHY

- URT (2002); The Public Service Act No. 8 of 2002 (cap 298) as amended
- POPSM (2009): The Public Service Standing Orders
- POPSM (1999): The Public Service Management and Employment Policy (Revised 2008)
- POPSM (2013): Training Policy for the Tanzania Public Service

LIST OF APPENDICES

STPG: 1

APPLICATION LETTER FOR STUDY LEAVE

MR/MS.....
P.O.Box.....
Date

To:
Vice Chancellor,
Mbeya University of Science and Technology
P.O.Box 131,
Mbeya

u.f.s DVCARC/DVCPFA
Mbeya University of Science and Technology
P.O.Box 131,
Mbeya

u.f.s Principal
College of
Mbeya University of Science and Technology,
P.O. Box 131,
Mbeya

u.f.s Head of.....
Mbeya University of Science and Technology
P.O. Box 131,
Mbeya

Dear Sir

**RE: APPLICATION FOR STUDY LEAVE AND SPONSORSHIP
FOR MASTERS DEGREE IN.....AT THE
UNIVERSITY OF.....FOR FINANCIAL
YEAR.....**

The caption above is referred.

I.....being the employee of Mbeya University of Science and Technology as.....(designation) in the Department of; I have the great honour to inform and request for study

release after having secured admission to pursue a Master's Degree inat the University offor financial year, the studies are for twenty-four months starting from October.....to September.....

Yours sincerely,

.....
.....

EMPLOYEE TRAINING CONTRACT / BONDING AGREEMENT

THIS AGREEMENT is made on the _____ day of _____, **20**_____.

BETWEEN:

1. Mbeya University of Science and Technology of P.O. Box Dar es Salaam

(Hereinafter called the "EMPLOYER")

And

_____ with Employment Identification Card **No.** _____
of P.O. Box _____ (hereinafter called the "EMPLOYEE")

NOW THIS AGREEMENT WITNESSETH as follows:

1. An Employee agrees:
 - (a) To report back after successfully completing the training programme and work for the Authority at least 3 or 5 years after completion of the course or refund **MUST** the total amount of money remitted for the purpose.
 - (b) Not to terminate his employment while on study leave or immediately after the study.
 - (c) Where an employee whom **MUST** fully sponsors extends the training period for the reasons related to failure, he/she shall refund the Authority excess costs due to extension.
 - (d) Where an Employee attending the in-service course is discontinued from his studies on disciplinary grounds, an employee may be liable to disciplinary proceedings upon resuming his duties.

- (e) Where the extension is justifiable, an employee will be granted an extension not exceeding one (1) year.
- (f) The employee will not be allowed to change the programme without prior consultation with the Employer; when this happens, disciplinary measures against an employee will be instituted.
- (g) Employees must submit progress reports to the Employer at the end of every semester.
- (h) Submission of Certificates shall not guarantee promotion or re-categorization alone; other Governmental directives shall be considered.
- (i) Employees released for long-term courses may be required to return to work during study leave.

2. An Employer agrees:

- a) To ensure timely fund disbursement to smoothen the studying environment for MUST-sponsored trainees.
- b) Promote or offer double increments for eligible employees after successful completion of studies for cadres entitled to such benefits.
- c) To successfully assign candidate-related responsibilities upon reporting back to enhance the skill gained.
- d) To assign successful candidates a pay relevant to the skill and capabilities gained whenever the need arises and as per Government directives.
- e) To continue paying salaries to eligible employees who attend full-time programmes

IN WITNESS WHEREOF the said parties hereto have hereunto set their hands and seal the day and year first above written.

Signed, sealed and delivered by;

Employee name

Employer name

Signature

Signature

Date

Date

Witness Name

Witness Name

Signature

Signature

Date

Date

MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY

OFFICE OF THE VICE CHANCELLOR

Telephone: +255 (0)25 2957540
 +255 (0)25 2957542
 +255 (0)25 2957544
 E-mail: vc@must.ac.tz
 must@must.ac.tz
 Web: www.must.ac.tz



P.O. Box 131,
 Mbeya,
 Tanzania.

In reply please quote:

Ref. No. _____

Date: _____

To: DVC-ARC/DVC-PFA

From:

DATE:

RE: STAFF TRAINING PROGRAMME FOR THE YEAR 2022/2026

Directorate of would like to submit the training programme as shown in the Table below.

STAFF TRAINING SCHEDULE

S/N	NAME	SEX	DATE OF BIRTH	AGE	DATE OF FIRST APPOINTMENT	CURRENT QUALIFICATION	CURRENT POSITION	COURSE REQUIRED	EXPECTED YEAR OF STUDY	EXPECTED YEAR OF COMPLETION	REMARK

Prepared by:

Designation:

.....Date:

4. **Sponsorship:** Your studies will be fully funded by and partly by the Mbeya University of Science and Technology. The University will support you in Bus ticket from Mbeya to (Return ticket), On transit Mbeya to
5. **Kindly note** that you will have to complete your studies within this period as there will be no financial support from this University for any extended period.
6. **Academic Progress Report:** The Appointments and Human Resources Committee for Academic Staff will review your academic progress each semester and at the end of the course. You are therefore, required to ensure that we periodically receive your official academic progress report from your supervisor for consideration by the Appointments Committee. Failure to submit a duly endorsed Progress Report in time will result in disciplinary measures, including your salary stoppage.
7. **Copy of thesis/dissertation:** You must submit one copy (hard and soft copy) of your Master's thesis to the Deputy Vice-Chancellor (ARC) upon successfully completing your studies for deposition in the University Library. You will be reimbursed the cost of producing the extra copy upon presentation of the certified receipts.
8. **Retention of University-Owned Accommodation Facility:** If you reside in a University-owned facility, your family is allowed to continue residing during your study leave.
9. **Completion of Studies:** To complete the course per the directions contained in this agreement and in accordance with such other directions as the University may give you.
10. **Bond:** Upon your completion of studies, you are expected to deliver the service to the University in a capacity appropriate to your qualifications for a period of at least three years from the date of completion of studies, failure of which you will be liable to reimburse all costs for your training including fees and salary paid to you during your studies.
11. **Salary:** You will receive your full salary less statutory deductions.
12. **Leave:** You will not be eligible for your annual leave.
13. **Termination of Study Leave/Sponsorship: You may have your study leave/sponsorship terminated/ceased immediately if:**

- i) Your appointment is terminated for performance or disciplinary-related reasons.
 - ii) You fail to complete studies in the prescribed period without having justifiable reasons.
 - iii) You are terminated from studies due to performance or disciplinary reasons.
 - iv) You fail to comply with the provisions of the University Staff Development Policy and other directives provided from time to time.
14. **Authorization to the Employer:** You are hereby authorizing the Employer to enquire about your academic progress directly from your training institution.
 15. **Annual Performance Appraisal:** You must fill in OPRAS forms and submit them timely to the Head of your Department as per laid down procedures.
 16. **Proof of Registration:** Upon registration at the training institution, you must submit to the undersigned a copy of the registration form not later than three (3) months from the date of your study leave contract letter.
 17. **Acceptance:** If you accept the offer under these Terms and Conditions, we kindly request you to sign three copies and return two copies to the undersigned.

The Mbeya University of Science and Technology wishes you success in your academic pursuits.

Yours sincerely,

Prof.
Deputy Vice-Chancellor – ARC

- c.c: Permanent Secretary, Presidents' Office Public Service Management and Good Governance
- c.c: Permanent Secretary, MoEST
- c.c: Vice Chancellor – on file
- c.c: Deputy Vice-Chancellor - PFA
- c.c: Bursar – on file
- c.c. Director, HRM – on file
- c.c: CIA – on file

Acceptance of Terms and Conditions for Study Leave

I,accept/do not accept the Terms and Conditions of the Study Leave as stipulated in this letter.

Signature:.....

Date:.....

Signed before: *(To be signed in the presence of the Head, Legal Unit)*

Name.....

Designation.....

Signature.....

Date.....

Mbeya University of Science and Technology

Departmental Training Needs Analysis

General Survey Information

The following questionnaire intends to gather the required information for the annual staff training and development plan.

It is expected that the questionnaire will be filled with the information obtained from all members of the Department during departmental meetings. The meeting minutes shall be attached to this form to show how the decisions arrived.

I: Department.....

II: The goals and improvements that the Department wishes to realize within a financial year:

- 1.
- 2.
- 3.
- 4.
- 5.

III: The required skills to realize the stated goals

- 1.
- 2.
- 3.
- 4.
- 5.

IV: What are the skills already available within the Department?

1.
2.
3.
4.
5.

V: What is the identified skill gap thereafter?

1.
2.
3.
4.
5.

VI: How can it be filled i.e. long course, short course, which course, how to obtain the candidate? Do you have a name, should all apply and the selection procedure to follow? Please recommend.

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**INFORMATION REQUIRED FOR NOTIFICATION OF TANZANIA
DIPLOMATIC MISSION BEFORE STAFF DEPARTURE FOR ABROAD
STUDIES**

Name of the Institution.....

Full names of the Staff.....

Age.....

Sex.....

Marital status.....

Title of the Staff post.....

Full address,

Telephone.....

E-mail address.....

Fax or telex.....

Next-of-kin in Tanzania and telephone number, if any and his or her
relationship to the Staff

Title.....

Level and field of study of the course the Staff is to attend

.....
.....
.....

The date on which the course is due to start and its expected date of completion;

.....

Full name and address of the Institution conducting the course

.....
.....

The Staff's residential address abroad, if known;

.....
.....

The full name and address of the Organization (s) shall meet the course costs and be responsible for paying maintenance allowance to the Staff.

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MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY

TRAINING ASSESSMENT FORM AFTER COMPLETION OF STUDIES

DateMonthYear

(Sections 1 to 5 to be filled by Staff)

1. Personal Information:

Full Names.....

Check Number

Date of Birth

Date of 1st Appointment

Gender

Designation

Professional Level

Department.....

Type of Course Attended

.....

.....

Name of Institution Offered

.....

Date of Completion of the Course

.....

Return Date from the Course

.....

2. Please comment on the Management and Delivery of the Course (attach Certificate received)

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3. Please comment on the expected benefits of the received studies

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4. Please comment on how new knowledge will be utilized

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5. Comment on possible assistance needed in improving work performance after completion of studies/course

(i)

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.....
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.....
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(ii)

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.....
.....

Date **Signature**.....

Name

Designation

(Section Below to be filled by Employee Supervisor)

(iv) Explain shortly how you will assist the Staff in utilizing skills and knowledge gained from the training/course.

.....
.....
.....
.....

DateSignature.....

Name

Designation

MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY
DIRECTORATE OF POSTGRADUATE STUDIES, RESEARCH AND
PUBLICATION
POSTGRADUATE STUDENT ACADEMIC PROGRESS REPORT

(To be filled bi-annually)

PERIOD COVERED: From..... (Dates)

PART A: TO BE FILLED BY THE CANDIDATE

1. Name of Candidate.....
2. Registration No.....
3. Department/College.....
4. Degree/Diploma Proposed.....
5. Nature of the Programme (Tick one):

	By Research and Thesis
	By Coursework and Dissertation

6. Date of Registration.....
7. Planned Date of Completion.....
8. Progress made so far for the Coursework Phase:

Course Taken	Semester I	Semester II	Final Examination Grade

PART B: TO BE FILLED BY THE MAIN SUPERVISOR (FOR THE RESEARCH PHASE)

9. Name of Supervisor.....
10. When were you appointed to supervise the candidate.....
11. If you have just been appointed, did the previous supervisor hand you any report of the candidate? Yes No..... Not applicable.....
12. How often have you met the candidate during the quarter under report..... If you have not met, give reasons.....

13. What progress has the candidate made so far for the Dissertation/Thesis? (Tick in the appropriate box)

Item	Nothing	About a third	Half way	Nearly Completed	Completed
Literature Review					
Designing of Methodology					
Getting supplies for study					
Data Collection					
Data Analysis					
Writing of Dissertation/Thesis					
submission					

In your opinion, is the candidate making satisfactory progress? Yes/No
 Will he/she need an extension? Yes/No

If Yes, how long?.....months

14. Any other comments you may wish to make on the candidate:

.....
.....
.....

Signature of

Supervisor.....Date.....

PART C: TO BE FILLED BY THE HEAD OF THE DEPARTMENT

15. Comment on the Candidate's Progress report:

.....
.....
.....
.....

16. Comments on the Supervisor's Progress Report

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.....

Name of Head of Department.....

Date.....Signature of Head of

Department.....

PART D: TO BE FILLED BY THE COLLEGE PRINCIPAL/DIRECTOR

17. Comment briefly on the candidate/Supervisor/Head of Department's report.

.....
.....
.....

Name of College

Principal/Director.....

Date.....Signature.....

*This form should be filled in triplicate