



STAFF DEVELOPMENT POLICY

1. Preamble

Mzuzu University's Mission Statement is:

“To provide high quality education, training, research and complimentary services to meet the technological, social and economic needs of individuals and communities in Malawi”

Therefore, this Staff Development Policy is designed to help Mzuzu University meet its mission. This Policy applies to all staff, academic and non-academic, and its application will be based on equal opportunity and availability of funds.

Mzuzu University recognizes that its most important resources are its employees and students. Therefore, the importance and value of highly qualified and competent staff cannot be underemphasized. Consequently, Mzuzu University strives to ensure that its staff are developed to the highest professional level. A Masters degree is regarded as the minimum qualification for any academic substantive appointment and for the Administrative Staff, the attainment of a postgraduate qualification is recommended. For other non-academic staff, attainment of relevant professional qualifications is also highly encouraged.

2. Staff Induction

All staff on first appointment will undergo an induction week by the Heads of Department or Section. The objective of induction sessions is as follows:

- a) To help the new member of staff integrate into Mzuzu University community and effectively contribute to its objectives.
- b) To inform the new member of staff understand how they fit into the rest of the institution.

- c) To provide the new member of staff an opportunity to familiarize with Mzuzu University policies including understand the Terms and Conditions of Service as articulated in Books 1 and 2 of the Regulations, Terms and Conditions of Service for Academic and Administrative Staff and Non-Academic Staff respectively.
- d) To avail the opportunity to new members of staff interact with the Head of Department to discuss issues that are pertinent to the Departmental teaching and research agenda.

The Induction process will include:

- a) Informing the new member of staff who their Supervisor or Mentor will be in their initial stages of work.
- b) An amplification of the job description by the Head of Department or Head of Section, including realistic expectations of the department, the nature of periodic appraisals and monitoring, and above all, work ethics and codes of conduct required of staff.
- c) An introduction to University policies and procedures relating to one's work and the University at large.
- d) A guided tour of Mzuzu University and introductions to other staff.

3. Training and Staff Development

Individual training and staff development needs will initially be identified by individual staff themselves, but in relation to the department's mission/agenda, and thereafter approved and supported by the Head of Department, the Dean of Faculty, and finally the Staff Development Committee.

Of essence will be the relevance of the training needs to the future development of the discipline, firstly within the department, and subsequently, the University to avoid programmes being pursued purely for personal interests. The identified training and development needs shall be supported through a variety of training options, depending on the nature and extent of the academic or professional skills to be acquired.

Mzuzu University shall wherever possible draw on training programmes within Malawi and SADC institutions, including NCHE accredited programmes at other Malawi Public and Private Universities and Mzuzu University provided staff can embark on advanced academic work or participate in in-house training as an integral part of capacity building. However, there could be occasions when overseas training might be the only option. Such training opportunities shall be assessed by the Staff Development Committee on case-by-case basis and depending on requirements prescribed by external offers.

It should be noted that all recommendations by the Staff Development Committee will be subject to a due diligence check that administrative rules and procedures have been adhered to and that funds are available to support recommendation.

4. Support for Training

When considering support for training, the Staff Development Committee shall in general, take the following factors into account:

- a) Approval given by both the Head of Section or Registrar, or Head of Department and Dean.
- b) Relevance of training sought to the field of work the staff member is appointed to.
- c) Relevance of higher skills sought towards strengthening, and development of the Department and ultimately the University.
- d) Duration of training as it would impact on teaching and or service delivery.
- e) Parity in relation to other staff in the Department or Section.
- f) Cost of training.
- g) Whether the staff member is confirmed in post or not.

When considering overseas training, the following factors shall be taken into account:

- a) Approval given by both the Head of Section and Registrar, or Head of Department and Dean.
- b) Relevance of training to the field of work the staff member is appointed to perform.
- c) Relevance of higher skills sought towards strengthening and development of the Section or Department.
- d) Non-availability of the training sought at Regional level
- e) Cost-effectiveness and
- f) Availability of funds.

5. Staff Associates – Staff Development

Staff Associates are normally appointed on attainment of a strong first degree and are expected to teach no more than 2 hours per week, but spending most of their time on:

- a) Helping with student tutorials,
- b) Student supervision in laboratories, and
- c) Preparing themselves for their Masters degree

Mzuzu University therefore places first priority on training needs of its Staff Associates in order to quickly bring them to the level they can:

- a) Attain their second degree, and
- b) Carry a normal teaching and research load expected of an Assistant Lecturer or above.

Staff Associates will normally serve in the University for two years before training for an Advanced degree is considered.

In the first instance, the Head of Department has the responsibility of setting clear, realistic and measurable standards of performance for the Staff Associates as they join the Department and explaining these standards and expectations as they begin their academic career. The tasks agreed upon on appointment will be continually reviewed by the

Head of Department who will continue to discuss with the Staff Associates on their progress and achievements, and also raise areas of difficulty as part of their development within the Department.

6. Training at PhD

Substantive academic appointments are only made to persons holding a Masters or PhD degree. Mzuzu University is therefore committed to ensuring that all its academic staff have a Masters degree, or equivalent, as a minimum qualification for a lectureship position. In order to strengthen both teaching and research, Mzuzu University is further committed to ensure that staff with a Masters degree on appointment proceed to PhD level as soon as it is practically possible, but normally after serving at least 2 years in their appointed position.

When considering such training, the Staff Development Committee shall take the following factors into account:

- a) Staff are confirmed in their posts.
- b) Staff returning from Masters degree would be considered to proceed for PhD studies after serving for two years unless they acquire a full scholarship to fund their studies.
- c) There is a firm order of a place for further studies.
- d) They have served in the University for not less than three years.
- e) Approval has been given by the Head of Department and Dean of Faculty or the University Registrar, if it is an Administrative Staff.
- f) Relevance of training to the staff member's area of specialization in the Department.
- g) Duration of training as it would impact on teaching or service delivery.
- h) Parity in relation to other staff in the Department.
- i) Cost to Mzuzu University.

7. Other Conditions on Staff Development

In all cases, training at Regional level shall be given preference to training elsewhere as a cost-saving. The ratio of staff training at Masters and PhD level will also be taken into account by the Staff Development Committee.

Where support for further studies has been recommended by the Staff Development Committee, further supported by a due diligence administrative check and confirmed availability of funds, the following shall apply:

- a) Duration of training is normally spelt out in the offer letter. Therefore, it is expected that all staff recommended for further training shall complete their study tour within the training period stipulated.

The Head of Department and Faculty Dean or University Registrar are responsible to monitor progress of their staff on training and to ensure that they complete their training within the stipulated timeframe. The Staff Development Committee shall not entertain extensions of the approved training period, unless such extensions are caused by circumstances beyond the staff member's control and that the funding for the extension is also available.

- b) The staff member shall give a written undertaking to remain in the University employment after completing their studies or training for a period not less than the training period as outlined in more detail in Section 9.
- c) Financial support from Mzuzu University shall cover the staff member only and not his spouse or dependants.
- d) Where the training is fully or partially supported from outside Mzuzu University, the costs must be clearly indicated when submitting the application for further training in order to assist the Staff Development Committee to make proper decisions.
- e) All Academic, Administrative and Non-academic members of staff who fail to return to work after the agreed period of training shall meet the excess costs of training personally unless otherwise justified.
- f) All staff members who may wish to pursue training programmes that have nothing to do with their posts in the University shall also be supported on production of supporting documents but through personal Education Advances recoverable at source.

- g) The staff member shall be in receipt of their salary for the duration of their study,
- h) Mzuzu University shall reimburse only those costs of training that have been approved by the Staff Development Committee. Therefore, all staff Education Advances for unapproved training shall not be reimbursed.
- i) Staff who leave for training without the approval of the Staff Development Committee shall be in breach of their Contract and the University shall stop payment of salary and any other benefits immediately thereafter.
- j) All academic staff who fail in their studies shall have their services terminated.
- k) All administrative and non-academic staff who fail in their studies shall remain at the same post and their failure will be taken fully into account with respect to their career development at Mzuzu University.

8. Members of Staff on Contracts

Members of Staff on Contracts of Service are at Mzuzu University for limited time. Therefore, Mzuzu University shall not invest in these staff members unless so justified and under special circumstances.

9. Bonding of Staff

The University will bond all staff undergoing training through direct sponsorship of the University or under other funding arrangements.

The following bonding schedule will be applied:

- a) Training leading to a diploma – a 2 year bond upon completion of the programme or the duration of the training period, whichever is longer.
- b) Training leading to a bachelor's/ honours degree or a postgraduate diploma – a 2 year bond or the duration of the training period, whichever is longer.
- c) Training leading to Masters degree – a 3 year bond or the duration of the training period, whichever is longer.

- d) Training leading to a PhD or equivalent qualification – a 4 year bond or the duration of the training period, whichever is longer.

10. Training Allowances

External scholarships normally spell out tuition, personal stipends, and or research costs within the scholarship offered.

Mzuzu University Training Scholarship shall cover the following:

a) Diploma Programme - Mzuzu University-Based

Out-of pocket allowance	K15,000 per month
Book/Stationery/Internet	K35,000 per semester
Research Grant paid once an itemized budget	Up to K75,000 against
Settling down allowance	N/A

b) Diploma Programme – Malawi-Based

Living Allowance (covering accommodation, local transport and meals)	K45,000 per month
Book/Stationery/Internet	K35,000 per semester
Research Grant	Up to K75,000 against an itemized budget
Settling down allowance (once at the beginning of study)	K25,000.00

c) Bachelor's/Hons Programme – Mzuzu University-Based

Out of pocket allowance	K20,000 per month
Book/Stationery/Internet	K40,000 per semester
Research Grant (where applicable)	Up to K100,000 against an itemized budget

Settling down allowance N/A

d) Bachelor's/Hons Programme – Malawi-Based

Living Allowance (covering accommodation, local transport and meals)	K75,000 per month
Book/Stationery/Internet	K40,000 per semester
Research Grant	Up to K100,000 (paid once against an itemized budget)
Settling down Allowance	K35,000 (paid once at the beginning of study)

e) Masters/PhD Programme – Mzuzu University-Based

Out of pocket allowance	K35,000 per month
Book/Stationery/Internet	K80,000 per semester
Research Grant	Up to K350,000 for Masters and K1,000,000 for a PhD (paid once where applicable against the itemized budget)
Settling down allowance	N/A

f) Masters/PhD Programme – Malawi-Based

Living Allowance (covering Accommodation, local transport and meals)	K100,000 per month
Book/Stationery/Internet	K80,000 per semester
Research Grant	Up to K350,000 for Masters and K1,000,000 for a PhD (paid once where applicable against the itemized budget)

Settling-down Allowance	K50,000 (paid once at the beginning of study)
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g) Training outside Malawi (Masters and PhD)

Living Allowance (covering accommodation, local transport and meals)	K375,000 per month for Masters and K400,000 for PhD
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Book/Stationery/Internet	K400,000 per semester
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Research Grant paid once	if the work is done in Malawi up to K350,000 for Masters and K1,000,000 for a PhD against an itemized budget
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Settling-down Allowance (beginning of the study)	K750,000 (paid once at the beginning of the study)
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h) Masters/PhD Programme by Research/Part-time-Mzuzu Based

Staff undertaking postgraduate programmes by research/part-time while working for Mzuzu University, shall receive allowances stipulated in 'E' upon admission and during the statutory duration of the programme. However, for the Research Grant to be disbursed, a Research Proposal should first be approved by the relevant Faculty/Department.

Staff will be allowed to apply for relief, that is, for a reduction of teaching load while pursuing their part-time degree programme.

i) Masters/PhD By Research/Part-time at Institution Within and Outside Malawi:

Staff admitted to institutions of higher learning within and outside Malawi while working for Mzuzu University shall receive allowances as determined in 'F'.

Additional costs relating to travel when there is need to consult with supervisors or when there is need for a residential course shall be considered by the Staff Development Committee on production of supporting official documents.

11. Payment of Salary

Staff on approved training shall continue to receive salary up to a maximum of the following durations:

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| a) Diploma/Advanced Diploma | 2 – 3 years |
| b) Bachelor's degree (Upgrading) | 2 years |
| c) Masters degree (Full time taught) | 1 – 2 years |
| d) Masters degree (Research) | 2 years |
| e) PhD Programme | 3-4 years |

Any costs incurred beyond the stipulated training period shall be the responsibility of the concerned staff member.