



**UNIVERSITY OF HEALTH AND ALLIED SCIENCES**



**STAFF DEVELOPMENT  
POLICY**

UNIVERSITY OF HEALTH AND ALLIED SCIENCES  
**Directorate of Human Resources**



# **STAFF DEVELOPMENT POLICY**

**March 2023**

## **FOREWORD**

The University of Health and Allied Sciences (UHAS) has the mandate to provide quality education and advance knowledge through scholarship and research that improves health and quality of life. This mandate encompasses two critical sustainable development goals:

1. To ensure healthy lives and promote well-being for all at all ages
2. To ensure inclusive and equitable quality education, and promote lifelong learning opportunities for all.

We are committed to achieving this mission and thus have defined ten (10) strategic objectives in our strategic plan to support research, teaching, and engagement with society. These objectives are informed by a culture of scholarship, and academic and service excellence through innovative approaches. In order to deliver on the above mandate, a strategic and professional approach to staff development which will attract and retain high-calibre of staff with skills and competencies has become necessary.

The purpose of the Staff Development Policy is to highlight the commitment of UHAS to staff development and to indicate the roles that different parties play in the promotion of staff development. It provides a framework that supports and encourages the development of all staff members in line with the realisation of the mission and vision of UHAS.

This Policy outlines practices and procedures necessary to develop the knowledge, skills, and competencies of staff to improve the effectiveness and efficiency of the faculty/staff, and University of Health and Allied Sciences (UHAS) in general. This Policy is a demonstration of the commitment of UHAS to provide an outstanding, distinctive, intellectual, social and physical environment in which research, scholarship and learning may flourish, and in which all students and staff members reach their full potentials. I wish to encourage all stakeholders to consult this Policy often to become familiar with the terms of reference and operating procedures for staff development in UHAS.

**Prof. Lydia Aziato**  
**Vice Chancellor, UHAS**

March, 2023

## **ACKNOWLEDGEMENT**

Management would like to acknowledge the contributions of members of the Policy Review Committee and the Business Executive Committee of the Academic Board of the University for reviewing the Policy document.

## TABLE OF CONTENTS

FOREWORD.....	1
ACKNOWLEDGEMENT .....	2
1. Introduction.....	4
2. Purpose of the Staff Development Policy .....	4
4. General Principles .....	4
5. Types of Development Opportunities .....	5
6. Context of the Policy.....	5
7. Scope of the Policy .....	6
8. Staff Development Committee.....	6
9. Equality/Equity.....	7
10. Who is eligible to apply? .....	7
11. Application Procedures .....	8
12. Bonding of Staff Members .....	9
13. Duration of Training and Funding .....	9
14. Application for Extension of Study Leave .....	10
15. Roles and Responsibilities to Staff Development .....	10
16. Quality Assurance .....	12
17. Resourcing and Funding Policy .....	12
18. Monitoring and Review of Policy.....	13

## **1. Introduction**

Staff development refers to all the policies, practices, and procedures used to develop the knowledge, skills, and competencies of staff to improve the effectiveness and efficiency of the faculty/staff, and the University of Health and Allied Sciences in general.

UHAS recognises that the success of the University, as an education provider, depends on all staff members having the relevant skills, knowledge and competencies, and that the University has a unique responsibility to support and encourage the development of its staff and the building of the capabilities of its workforce.

Consequently, the University aims to provide an outstanding, distinctive, intellectual, social and physical environment in which research, scholarship and learning may flourish, and in which all students and staff members reach their full potentials. This will require a strategic and professional approach to staff development which will help the University to attract and retain high-calibre of staff with the skills and competencies necessary to deliver its objectives.

Appropriate guidelines on the implementation of this Policy have subsequently been provided.

## **2. Purpose of the Staff Development Policy**

The purpose of this Policy is to highlight the commitment of UHAS to staff development and to indicate the roles that different parties play in promoting staff development. It will provide a framework that supports and encourages the development of all staff members in line with the realisation of the mission and vision of UHAS.

## **3. Statement of Commitment**

The University of Health and Allied Sciences is committed to the promotion of staff development for all staff members of the University. All staff members of UHAS have the right and responsibility to continuously improve the capabilities required for their current roles, and to consider required competencies for their possible future roles at higher levels or in other units, directorates, departments and schools.

Even though staff members are expected to proactively develop their capabilities, staff development is a shared responsibility. Therefore, deans, directors and heads of unit directorate, department and school have equal responsibilities to support staff members to identify their skills and development needs through regular feedback and the performance appraisal process, and to support them to take development opportunities.

## **4. General Principles**

- a) UHAS is committed to the development of its staff through the preservation of an environment conducive to staff development.

- b) All staff members have equitable access to staff development opportunities that are appropriate to their roles and are in line with the objectives of UHAS.
- c) Participation in certain staff development activities will be mandatory as stipulated by statutory tertiary education regulations.
- d) Funding and/or study leave for the purpose of staff development must, in the first instance, be approved by the appropriate Dean/HOD/Director and forwarded to the Staff Development Committee for ratification.
- e) Heads of department are expected to encourage and support all staff members (regardless of status, job, role, and work schedules) to take advantage of internal and external staff development opportunities relevant to their identified development needs.
- f) The University also recognises that, for the Staff Development Policy to be effective, staff members must take responsibility for their own development and avail themselves of the development opportunities provided in order to keep their skills updated and ensure that they respond flexibly to change.

## **5. Types of Development Opportunities**

The University encourages staff members to develop their capabilities through a broad range of activities including, but not limited to, the following:

- Attending formal training courses and seminars
- On-the-job training
- Lateral transfers and job rotation
- Staff secondments
- Internships
- Conferences
- Study visits
- Inter-university visits
- Temporary performance of higher duties
- Involvement with networks or professional associations
- Private study to improve skills or qualifications
- Participation in professional development activities relating to teaching, learning and research.

## **6. Context of the Policy**

The achievements of the University are based largely on the contributions, commitment, and achievements of members of its staff working as individuals and in teams or groups.

Staff development includes any activity that contributes to the enhancement of the knowledge, skills, competencies and working practices of personnel of the University. These include, for instance, availability of courses, development

programmes, vocational training, structured staff development activities, attendance at meetings and conferences, secondments, development of educational materials, curriculum enhancement, and active involvement with professional bodies.

Staff development is a key contributor to the success of individuals and, ultimately, to the success of the University as a whole. This is important for the University in maintaining and enhancing its national and international reputation in teaching and research, and in ensuring the maintenance of efficient, internal management systems.

## **7. Scope of the Policy**

The Staff Development Policy applies to all staff members of the University, excluding adjunct and short-term-contract staff. UHAS will aim to support individuals through a variety of means within the prevailing budgetary provision and prioritised needs. The formal and final endorsement of staff development, however, is given by the Vice Chancellor of UHAS. Staff development embraces all forms of development activities, including:

- Training leave for Bachelor's, Master's and PhD programmes
- Part-time studies towards acquiring a certificate/diploma/e-learning
- Visit/short-term attachments of staff to other relevant institutions to further develop their skills, knowledge and experience
- Participation in conferences, workshops, or seminars
- Active involvement with professional bodies
- Speaking or facilitator roles at seminars or related programmes.

## **8. Staff Development Committee**

The Staff Development Committee is, through the Human Resource Directorate, responsible for advising on university-wide policies and procedures for staff development, and for reviewing their effective implementation. The Committee also facilitates personal and professional development to enable individuals to achieve their potentials and contribute to the provision of excellent teaching and research in the University. It meets every semester and comprises members from across the University.

### ***Meetings***

The Committee shall:

- i. Meet two times a year
- ii. Submit reports on its deliberations to the Registrar. The Registrar will then table the report at the next council meeting.

## ***Chairing the Committee***

The Chair of the Committee shall be responsible to the Registrar.

### ***Applications***

Applications from individuals or departments must first be endorsed by the appropriate Dean through the Head of Department, before onward submission to the Chair of the Staff Development Committee.

## **9. Equality/Equity**

There will be equality of access to staff development opportunities for all UHAS eligible staff members. No member of staff will be treated less favourably on the grounds of sex, marital or parental status, race, tribe, national origin, disability, religion, or age.

Specifically, staff development activities are enforced and accessible on an equitable basis and to reinforce the strategic goal of the University to “foster professional and personal competence, growth and success of staff and students”. Where appropriate, the various units, directorates, departments and schools shall design programmes for staff or any employment-disadvantaged group with any specific needs. These programmes must be relevant to the area of work or to the future direction of the University. There will be equality of access to staff development opportunities for all staff members of the University. No member of staff will be treated less favourably on the grounds of sex, marital or parental status, race, ethnic, national origin, colour, disability, sexual orientation, religion, or age.

## **10. Who is eligible to apply?**

### **a) Training Leave**

- Only academic or comparable staff members in good standing are eligible to apply.
- The staff member should have served UHAS for at least three years.
- The programme of study must be relevant to the staff member’s current work.
- The staff member must have an offer letter for the programme of study from the prospective institution.

### **b) Visit/Short-term Attachment**

- The staff member should be in good standing.
- The staff member should have served the University for at least three years.
- Intermediate and junior staff members are also eligible.
- Attachment must be relevant to the staff member’s current work.

- The staff member must have an offer letter for attachment from the prospective institution of study.
- Attachment must be part of the directorate/institute/units/school training plan.

### c) **Conferences/Workshops/Seminars**

- The person must be an academic or comparable staff member in good standing.
- The staff member should have served the University for at least two years.
- The staff member should have been invited as a speaker or to present a paper, or is a participant at the conference, workshop or seminar.
- The staff member's teaching and work commitments should be adequately covered during their absence.
- The staff member must be part of the training/research plan of the school/directorate/institute/unit.

## **11. Application Procedures**

- The staff member shall seek approval in writing from their Dean/Director to pursue their studies.
- Upon receiving a written approval from the Dean/Director, information is submitted to the Registrar's Office through the Staff Development Committee before enrolment.
- The Registrar's Office, upon consultation with the Vice-Chancellor, shall respond to the staff member in writing, indicating that the application is approved or declined, and stating reasons for the decision.
- If approved, the funding terms shall be discussed and agreed to.
- Upon agreement, the staff member shall proceed to carry out enrolment and payment of fees.
- When a study leave of more than one year is granted, the member of staff concerned shall be required to submit an annual report on his work to the University
- A member of staff on study leave within the country shall be granted his/her annual book and research allowances at rates which shall be determined from time to time by the University.
- Study leave may not be granted to a member of staff for the second time unless they have fulfilled all the obligations pertaining to a previously granted study leave.
- Upon successful completion of the course, the staff member shall furnish the Registrar's Office with a copy of his/her results and receipt of fees paid, to be eligible for a pre-determined total or partial refund (as agreed).

Development activities that have no direct relevance to the individual's role or the objectives of the University are not within the remit of this policy.

## **12. Bonding of Staff Members**

The staff member shall sign a bond with the University under the following provisions:

- A staff member who secures a training opportunity on full-time basis is required to apply for study leave before proceeding to undergo the training.
- The staff member must agree to return to serve the University for a minimum of twice the length of the period of his/her absence for studies, provided the University has either paid his/her salary, or partially or fully funded his/her studies.
- A member of staff on study leave, who refuses to return to the service of the University, on stipulated terms, shall be liable to refund the whole amount spent on him/her during the period of the study leave. Refund shall include salary, passages, allowances, social security contributions and any other financial responsibilities borne on his/her behalf by the University plus interest thereon based on the prevailing treasury bill rate.
- Study leave is deemed to have been granted upon the signing of the bond form.
- A staff member who proceeds on training without permission from the University authorities is deemed to have absconded and risk termination of his or her contract with the University.
- Any abuse of this Policy is deemed gross misconduct and shall result in disciplinary action leading to summary dismissal as specified in the Staff Disciplinary Procedures.

## **13. Duration of Training and Funding**

### **a) Training Leave**

- 2 years for Master's programme
- 3 years for PhD programme
- 6-month extension would be given if the studies cannot be completed on time.
- With partial funding offered by the Staff Development Scheme, the funding would cover return airfares, tuition fees or living allowance, and the rest would be covered by the staff member.
- If the staff member secures a scholarship from an outside institution, then leave without pay is to be requested through the Staff Development Committee.

### **b) Visit/Short-term Attachment**

- 1-4 -week duration

- Funding by the University covers return airfares, per diem and attachment fees if required.

### **c) Conferences/Workshops/Seminars**

- All conference leave will normally be limited to a total of five working days with maximum funding of US\$1,000 if approved. A staff member is eligible for the conference leave after serving UHAS for four years.

## **14. Application for Extension of Study Leave**

In very exceptional circumstances, where an employee on study leave cannot complete the course within the period of the study leave granted, they may apply for an extension of study leave. In order to do this, the employee concerned should ensure that at least three months' notice is given, and the application should state the work that has been carried out so far, what remains to be completed and the time within which the remainder of the project is expected to be completed.

## **15. Roles and Responsibilities to Staff Development**

Deans, directors and heads of unit, directorate, department and school bear the primary responsibility for implementing the Staff Development Policy. They need to ensure that staff members of the University are engaged in the performance appraisal process and are given access to relevant development opportunities. Deans, directors and heads play key roles in staff development by assisting staff members to identify their strengths and development needs. This can be done by offering regular feedback and giving the staff encouragement and the time to participate in development related activities and to reflect on, share and apply what they learn as part of their work.

Deans, directors and heads are expected to ensure that all staff members employed in their units, directorates, departments and schools receive appropriate advice and support towards identifying their development needs through the appraisal process and other means. Deans, directors and heads should also ensure that staff members engage in development-related activities, as appropriate, to address these needs, and when necessary, release them from their duties to attend these development-related activities. Deans, directors and heads are again expected to make their own arrangements for encouraging and facilitating staff development.

It is recognised that there will be a shared responsibility for the development of staff at the University, and that there will be differences between departments with regard to how these responsibilities are fulfilled. Each one of the following has a role in staff development:

- Human Resource Directorate
- Heads (Schools, Departments, Directorates, Units, etc.)

- Staff Development Office
- Individuals

### ***Role of the Human Resource Directorate***

The Human Resource Directorate is ultimately responsible, on behalf of the University Council, for the overall human resource strategy of the University and for endorsing key staff development policies that contribute to the strategy.

### ***Roles of Heads of Department***

Heads of Department are responsible for:

- Demonstrating appropriate behaviour, especially commitment to excellence and continuous development
- Identifying the need for the development of their staff arising from internal and external changes at departmental and university levels
- Ensuring that training opportunities are supported in accordance with the policy of the University on Equal Opportunities
- Identifying, when appropriate, nominee(s) to undertake some aspects of these responsibilities
- Ensuring that all employees receive appropriate advice and support towards identifying their development needs through the appraisal process and by other means
- Ensuring that staff members engage in development activities and, when appropriate, securing permission for them to attend such activities
- Embarking on strategies that will encourage and facilitate staff development.

### ***Role of the Staff Development Office***

The Staff Development Office is responsible for the following:

- Establishing centrally organised staff development activities
- Liaising with other providers of staff development within the University, e.g. schools/institutes/units, directorate of finance, etc.
- Developing partnerships between the University and relevant internal and external bodies and sections.
- Communicating information regarding staff development opportunities
- Delivering and offering guidance on local staff development initiatives in schools, institutes, directorates, departments, and units
- Working with individuals to meet development needs
- Dealing with staff development policies and procedures

- Contributing to and implementing staff development elements of current strategies of the University, including the Human Resource Strategy and the Learning and Teaching Strategy
- Reporting on and monitoring staff development activities
- Assessing the quality of their provision

### ***Role of Individuals***

When individuals are appointed to new roles, assessment of their skills and duties that they are to perform will lead, naturally, to the identification of their needs for training and staff development. In addition, development needs may be identified in a variety of other ways: by skill audit, peer review and feedback, appraisal, feedback from others (including students), and by reflection on current practices.

Individual members of staff of the University are encouraged to take responsibility for their own professional and career development, guided by mentors and other colleagues as appropriate. All are invited to take advantage of opportunities for staff development provided by departments, faculties, colleges and the central administration, and then develop according to the demands of their particular roles.

Individuals are also required to:

- Reflect at regular intervals on their performance on their current jobs and future career aspirations, and identify their appropriate development needs
- Take full advantage of available opportunities
- Apply newly-developed knowledge and skills to their work and the development of their careers
- Maintain their personal development portfolio as evidence of their development and achievements.

## **16. Quality Assurance**

The Staff Development Committee will evaluate its provisions through verbal feedback, questionnaires, key informant interviews and self-assessment, and will review practices within applicable sections in areas such as course administration and customer service. An annual report and statistics on the level and type of activities submitted to the Staff Development Committee will also be undertaken.

## **17. Resourcing and Funding Policy**

There are a variety of sources of staff development resources within the University. These include the Central Administration budgetary provision, units, directorates, departments and schools. These resources comprise staff, finance and accommodation. These provide funding for a range of activities,

including the delivery of the centralised Staff Development Programme and vocational training.

Even though some of the staff development activities may not require specific funding, units, directorates, departments and schools should endeavour to budget and allocate funding for formal staff development. In addition, the University Staff Development Committee can propose an annual budget, including funding for courses for university-wide staff development activities and deploy it appropriately when allocated.

### **18. Monitoring and Review of Policy**

- All staff development activities will be routinely evaluated.
- UHAS is committed to the continuous improvement of its staff development provisions and the encouragement of feedback from staff.
- Those responsible for managing staff should, together with staff members participating in development activities, evaluate the extent to which development related activities undertaken has achieved the intended objectives, and, when necessary, formulate steps for improving the performance of staff members during their performance appraisal.
- Application of the Policy will be monitored by Management and the Staff Development Committee, and annual reports will be submitted to Human Resources Directorate for review.

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