KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

HUMAN RESOURCE DEVELOPMENT DIVISION

STAFF TRAINING, PROMOTION AND MOTIVATION

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OUTLINE (cont)

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TRAINING AND DEVELOPMENT

TRAINING: technically relates to job specific skills and involves change in attitude, skills or knowledge of a person with the resultant improvement in attitude and behaviour for effective performance at work.

DEVELOPMENT: relates to opportunities created to help employees grow. It is more of long term or futuristic in nature as opposed to training, which focuses on the current job. It also is not limited to the job avenues in the current organisation but may focus on other development aspects also.

WHY TRAINING AND DEVELOPMENT

- **Technology– advancement /introduction of technology**

- **New employees need special training**

- **Promoted Staff need to upgrade knowledge & skills**

- **Increases efficiency and effectiveness**

- **To groom staff for Leadership positions**

- **Personal Development**
- **Greater Staff Motivation and Retention**

TYPES OF TRAINING

- **ON-THE-JOB TRAINING**

  (e.g. Orientation, Job-Rotation, Coaching/Mentoring, Job Instruction Training)

- ***OFF-THE-JOB TRAINING***

  (e.g. Conferences or discussions, Role playing, programmed instruction training) among others

TRAINING METHODS AT KNUST

- **Orientation Training**: Usually conducted for new staff to introduce them to their new work environment, the University system, the job ethics, expectations of the employer – the University etc.

- **Job Rotation:** This type of training has Staff alternate through different Divisions, Departments, Sections etc. in the University with the aim of building on their capacity.

- **Mentoring:** The mentoring type of training adopted by the University is towards assisting Staff to become more self aware, take up responsibility for their choices and their life and to help groom employees to take up Leadership roles.

TRAINING METHODS AT KNUST (CONT.)

- **Job Instruction Training:**

  Where Staff are directed and given instructions on the job with the aim of enhancing their skills and efficiency.

- **University Related Programmes:**

  programmes and workshops organised by various Colleges/Divisions/Sections

IDENTIFYING TRAINING NEEDS

Currently, the following are ways by which training needs are identified at KNUST:

- **New Employees:** during interviews

- **Existing Employees:** usually identified during interviews for promotion

- **College/ Departmental/Divisional Level:** All Heads are expected to identify staff training needs and forward to the Registrar with suggestions. Normally, these needs are expected to be linked to the University's needs.

IDENTIFYING TRAINING NEEDS (CONT.)

- Staff are also expected to identify their own needs and discuss with their Heads. Normally the needs must be linked to their job schedule.

CHALLENGES

- Some training programmes organised for identified members of staff have not yielded the expected behavioral change or improvement in work output: *(Could be due to Staff not fully committed to the training, training not meeting specific needs etc.)*

- Requests to Heads to submit training needs of Staff at the beginning of each academic year has yielded minimal response.

- Training at level of College/Faculty/ Departments, etc without involvement of the HRD

WAY FORWARD

- **Performance Appraisal System**

This will help to

       i. Identify areas Staff wish to develop currently and in the future;

     ii. Identify areas on the job that need improvement;

     iii. Design/develop training activities which will be beneficial to the Staff and the University.

- **Needs Assessment**

    i. Identify Key needs of Staff for training purposes

    ii. Identify specific problem areas in the University

    iii. Develop data for evaluation, etc

PROMOTION

- **Promotion** is the advancement of an **employee's** rank or position in an organizational hierarchy. **Promotion** may be an **employee's** reward for good performance,

- Promotion is the elevation of an employee to a higher job accompanied by increased pay and privileges.

- It is an upward advancement of an employee accompanied by salary increment, change in status and higher responsibilities.

- Promotion is done to recognize an employee's performance and commitment and motivate him/her towards better performance.

OVERVIEW OF PROMOTION OF STAFF IN KNUST

- Promotion at KNUST is based on merit following a thorough and fair process.

- The University is committed to the principle of equal opportunity in promotion and recognizes that staff contribute to its vision and goals in diverse ways.

- Candidates who satisfy the relevant promotion criteria are promoted.

PROCEDURE FOR PROMOTION - SENIOR MEMBERS

Promotion of Faculty is guided by assessable areas namely:

- **Teaching,**
- **Research,**
- **Service,**

Promotion of Administrative/Professional Staff is guided by assessable areas namely:

- **Knowledge of work/Ability in work**
- **Promotion of Knowledge/Work**
- **Human Relations**
- **Service**

PROCEDURE FOR PROMOTION

- Completion of Application Forms and submission to the Head of Department(HoD) by applicant. Accompanying letter copied to Registrar –(*the application forms are now online*)

- HoD shall acknowledge receipt and copy Registrar

- Application is forwarded to Provost/Registrar through the Dean/Head together with his assessment **within one(1) month. The HoD shall not withhold an application.**

- Consideration of application by College Appointments and Promotions Sub-Committee(CAPS-C) in the case of Faculty, and Administration Appointments and Promotions Committee for Administrative/Professionals and subsequent submission of comments and recommendations within **one month** to UAPC

PROCEDURE FOR PROMOTION (CONT)

Assessment, Publications and Evaluation for Promotion

- Assessment of Candidates for Promotion is made

  at four levels as follows:

- The Applicant

- The Head of Department

- The CAPSC/AAPC

- UAPC

PROCEDURE FOR PROMOTION (FACULTY)

- *Evaluation of Teaching*

- Lecture/Teaching Load
- Regularity and punctuality at lectures
- Preparation of lecture materials(lecture notes, handouts, power point slides etc.)
- Provision of learning experience for students(practicals, fields trips, internship etc)
- Ability to complete syllabus on schedule
- Punctuality in submitting examination questions and marking of scripts etc

PROCEDURE FOR PROMOTION (FACULTY) CONT

- ***Promotion of Knowledge:***

  The following are considered:
- Research
- Publication arising out of research
- Invention arising out of research
- Development of technology or products arising out of research

  The following are counted towards the number of Publications:
  a. Refereed Journal Papers
  b. Books in the area of specialization for higher education
  c. Book Chapters
  d. Published Conference Papers
  e. Patented inventions and technologies or products

PROCEDURE FOR PROMOTION (FACULTY) CONT

Service

The Indicators for Assessment are:

- University
- National
- International

PROCEDURE FOR PROMOTION (ADMINISTRATIVE/PROFESSIONAL)

Ability in work/Knowledge in work

The following are considered:

- Knowledge of administrative procedures; skills in accountancy, finance and management; knowledge in technical/professional matters,

- Initiative, resourcefulness and drive, knowledge of technical specifications, knowledge of financial regulations of the University,

- Quality of work

- Sense of responsibility

- Servicing of Committees (preparation of materials for meetings, writing of minutes and reports etc.)

- Supervision of subordinate staff/development of human capital

PROCEDURE FOR PROMOTION (ADMINISTRATIVE/PROFESSIONAL) (CONT.)

Promotion of work

The following are considered:

- Assessment of papers (reports/memos/proposals/publications, etc.)
- Competence in the performance of candidate's duties
- Supervision of projects (Development Office)

PROCEDURE FOR PROMOTION (ADMINISTRATIVE/PROFESSIONAL) (CONT.)

Human Relations

Human relations shall include:

- Good image
- Comportment in dealing with Colleagues, Staff and the Public

Service

The Indicators for Assessment are:

- University
- National
- International

PREPARING YOUR STAFF FOR PROMOTION

- Consult the ground rules contained "Pink/Yellow" Book(Recorder No.326 March 2010 Vol.43 No.15 and Recorder No.327 March 2010 Vol. 43 No.16)

Do invite staff to discuss their ongoing research
- You may link them to some experienced
  Faculty for mentoring

PREPARING YOUR STAFF FOR PROMOTION (CONT)

- The Staff may talk to his/her Mentors about their application.

- The mentor may go through the application and give feedback.

- Encourage them to talk and take samples of applications from academics who have been successful in applying for promotion .

MOTIVATION

Employees are motivated in diverse ways. These include:

- Salary increment
- Higher status /Responsibility
- Sponsorship – conferences, seminars, short courses, training programmes, study leave, sabbatical
- Conducive working environment inspite of challenges
- Regular and frequent communication
- Recognises and appreciates contribution of staff
- Involvement of staff in management and administration at various levels
- Mentoring

It is important to keep Staff motivated due to the following:

- Maintaining the competitive edge
- Happy Staff keep clients happy

To Motivate Others, You Need to be Motivated

THANK YOU