

STAFF DEVELOPMENT POLICY

2024



ATEBUBU
COLLEGE OF
EDUCATION



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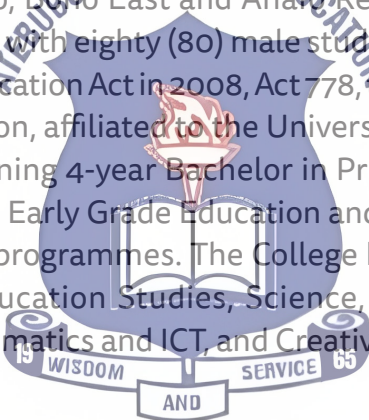
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BRIEF HISTORY OF THE ATEBUBU COLLEGE OF EDUCATION

Atebubu College of Education is a Teacher Education Institution in Atebubu (Atebubu Amantin Municipality), Bono East Region. The College was founded in October 1965. The College was the first second cycle institution, and the only Teacher Training College in the Eastern Corridor of the then Brong-Ahafo Region, out of which Bono, Bono East and Ahafo Regions were born. The College began with eighty (80) male students and with the passage of the Education Act in 2008, Act 778, the College is now a tertiary institution, affiliated to the University of Cape Coast and currently running 4-year Bachelor in Primary Education, 4-Year Bachelor in Early Grade Education and 4-Year Bachelor in JHS Education programmes. The College has six Academic Departments: Education Studies, Science, Social Sciences, Languages, Mathematics and ICT, and Creative Arts.



MISSION STATEMENT

Atebubu College of Education is committed to a partnership with students, alumni, sister educational institutions, government regulatory bodies and community stakeholders, providing students with the knowledge, practical skills and professional attitudes to become productive citizen in a challenging, technological and diverse world.

VISION

The Igniting minds, beyond borders: Atebubu College of Education’s legacy – a generation of teachers redefining education.

CORE VALUES

The following Core Values are intended to drive the mission, vision and strategic direction of Atebubu College of Education:

- Excellence and Professionalism
- Commitment and Hard Work
- Gender, Equity, and Social Inclusion (GESI)
- Teamwork and Mentorship



DEFINITION OF TERMS

- 1. Policy:** a legal document of governance of any defined unit/aspect of the operation of an institution that spells out actions to be taken under any circumstance.
- 2. Staff Development:** The process of enhancing the knowledge, skills, and abilities of employees through training, professional development programmes, and other learning opportunities to improve job performance and career growth.
- 3. Professional Development:** Activities and programmes designed to enhance the professional knowledge, skills, and effectiveness of staff members in their current roles or for future career advancement.
- 4. Continuous Learning:** A commitment to ongoing education and skill development, emphasizing that learning is a continuous process throughout an individual's career.
- 5. Mentorship:** A structured relationship in which an experienced and knowledgeable individual (mentor) provides guidance, advice, and support to a less experienced staff member (mentee).
- 6. In-Service Training:** Training and professional development activities provided to employees while they are in active service or employment.
- 7. Leadership Development:** Programmes and activities designed to enhance the leadership skills and capabilities

of staff, preparing them for leadership roles within the organization.

- 8. Performance Appraisal:** The process of evaluating an employee's job performance against pre-established criteria, often used to identify areas for improvement and development.
- 9. Career Development:** The process of managing one's career through goal setting, skill development, and strategic planning to achieve professional growth and advancement.
- 10. Succession Planning:** The process of identifying and developing potential successors for key positions within the organization to ensure continuity and effective leadership transitions.
- 11. Development Plan:** A personalized plan outlining an employee's goals for skill and career development, typically created in collaboration with supervisors or mentors.



ABBREVIATIONS

1. **PD:** Professional Development
2. **CPD:** Continuous Professional Development
3. **E-Learning:** Electronic Learning
4. **PDC:** Professional Development Coordinator
5. **PDR:** Performance and Development Review
6. **CBL:** Competency-Based Learning
7. **GTEC:** Ghana Tertiary Education Commission
8. **UCC:** University of Cape Coast
9. **SDRC:** Staff Development and Research Committee



1.0 PREAMBLE

Advancement in technology, globalization and state of the art management of human resource has made Staff Development a crucial aspect of tertiary institutions management worldwide. The foregoing has necessitated the design of training and development policies by Atebubu College of Education, to ensure quality service to the public by developing the knowledge, skills and competencies of staff necessary for efficient job performance through training. The Staff Development policy of Atebubu College of Education is firmly grounded in the Education Act, 2008 (Act 778), which serves as the legal foundation for Ghana's education system, encompassing the governance and administration of educational institutions. This policy delineates the fundamental principles, regulations and criteria for granting study leave to staff, including application procedures and the formalized procedures aligned with the Colleges of Education Act, 2012 (Act 847). The Staff Development and Research Committee (SDRC) at Atebubu College of Education holds the exclusive authority to oversee the efficient allocation of all training and development opportunities provided to the College's staff.

To ensure transparency, fairness, and alignment with the values of Atebubu College of Education, the development of the Staff Development Policy underwent extensive consultations with various sources:

- i. Legal advisors were engaged to ensure that the College's Staff Development Policy aligns with all relevant laws and regulations.
- ii. The College's previous Staff Development Policy was reviewed and considered during the development process.
- iii. Staff Development Policies of well-established Universities such as UG, UCC, and KNUST were examined for valuable insights and best practices.
- iv. The 1992 Constitution of Ghana was consulted to ensure compliance with constitutional requirements.
- v. The Colleges of Education Act 2012 (Act 847) was referenced to align the policy with the statutory framework.
- vi. Harmonized Statutes for Colleges of Education were consulted for guidance.
- vii. The Harmonized Scheme of Service for Colleges of Education was considered for its relevance to the policy.
- viii. The Harmonized Conditions of Service for Colleges of Education were considered in shaping the Staff Development Policy

2.0 POLICY GOAL

The Staff Development Policy aims to foster a culture of Continuous Professional Development (CPD) among staff members, ensuring their personal growth and the advancement of Atebubu College of Education's mission and vision. This will be achieved by enhancing staff competencies, eliminating skill obsolescence, minimizing redundancy and turnover, and promoting human resource development, thereby ensuring the long-term growth and sustainability of the College.



3.0 GUIDING PRINCIPLES

1. The policy shall uphold a commitment to excellence in staff development, aiming to cultivate a workforce characterized by continuous improvement, innovation, and high performance.
2. The policy shall promote equitable access to staff development opportunities for all employees, regardless of rank, department, or background, fostering an inclusive culture of learning and growth.
3. The policy shall ensure Staff development programmes are flexible and customizable to accommodate diverse learning styles, preferences, and career goals, empowering employees to pursue professional growth paths tailored to their individual needs and the College.
4. The policy shall ensure resources, including financial support, time allowances, and administrative support, are allocated to sustain staff development efforts over the long term, ensuring the continued growth and vitality of the workforce.
5. The policy shall ensure adherence to ethical standards, legal requirements, and institutional policies, promoting integrity, professionalism, and ethical conduct in all aspects of professional growth and development.
6. The policy shall boost efficiency and effectiveness by eliminating outdated skills, obsolete technology usage, and inefficient operational methods

4.0 OBJECTIVES AND THEIR STRATEGIES

The objectives and corresponding strategies are as follows:

1. To foster a culture of excellence and commitment in staff development
 - Establish a culture of recognition and reward for outstanding achievements in staff development, encouraging continuous improvement and innovation.
 - Implement regular performance evaluations and feedback mechanisms to identify areas for improvement and promote a culture of high performance.
2. To promote equitable access to staff development opportunities for all employees, irrespective of their rank, department, or background.
 - Implement inclusive policies and procedures for staff development, ensuring accessibility for all employees, regardless of their position, department, or background.
 - Offer a variety of development opportunities, including workshops, seminars, online courses, and mentoring programs, to cater to diverse learning needs and preferences.

3. To allocate resources towards sustaining staff development programmes.
 - Allocate sufficient financial resources to support staff development initiatives, including funding for training programmes, conferences, certifications, and professional memberships.
 - Provide dedicated time allowances for staff to participate in development activities, ensuring that learning opportunities are integrated into their work schedules and prioritized as a part of their job responsibilities.
4. To enforce adherence to ethical standards, legal requirements, and institutional policies.
 - Develop and communicate clear guidelines and policies for ethical conduct and professional behaviour in staff development activities.
5. To enhance efficiency and effectiveness within the College.
 - Eliminate outdated skills, obsolete technology usage, and inefficient operational methods through targeted staff development initiatives and resource allocations.
 - Invest in training programmes and resources aimed at updating skills, enhancing technological proficiency, and streamlining operational processes to maximize productivity and efficiency across the College.



5.0 SUPPORTING PROCEDURE

It is the collective responsibility of the individual members of staff, Heads of Department/Unit/Sections and Staff Development and Research Committee to ensure effective staff development. All staff have the responsibility for their training and development needs and to respond to learning opportunities provided. Heads of Department/Unit/Sections also have the responsibility of identifying the development needs of staff. Finally, the Staff Development and Research Committee will act in an advisory and other duties as prescribed in the Harmonized Statute and Harmonized Conditions of Service.

5.1. REGULATIONS ON STUDY LEAVE FOR SENIOR STAFF A

Giving of study leave of any kind will be subject to the training needs and the availability of adequate staff to work within the department while an individual is enrolled on a programme.

- i. Study leave will not be granted merely because it has been earned under Conditions of Service. The College will however ensure as much as possible that the study leave is not withheld for unduly long periods.
- ii. Eligible staff should be able to meet the required number of years of services after his or her study.

a. Application Procedures

- i. A staff member who intends to take a study leave should notify the Head of Department (HoD) in writing. At least three months' notice should be given to the HoD and thereafter submit an application with a proposal through the HoD to the Principal.
- ii. Such applications should include:
 - (a). A statement of the programme he/she intends to pursue;
 - (b). State the duration and location of the proposed programme of study. The time he/she wants to take the study leave.
 - (c). Sources of financing; and
 - (d). Any other necessary information.
- iii. The HoD within two weeks after receipt of the documents will forward same application with all the details to the Principal for consideration.
- iii. No study leave will be granted before three academic years of service following appointment.
- iv. Where study leave of more than one has been given to a staff, they should send annual progress report on their work to the Principal, through their HoD.

5.2. CONDITIONS OF AWARD OF STUDY LEAVE

In granting Study Leave to staff, the following conditions of award shall apply:

i. Study Leave For Staff on Local Masters/Doctorate Degrees

- a. Doctorate Degrees refer to programmes pursued in Universities in Ghana.
- b. A senior staff who has been given a study leave locally will continue to receive their salary with allowances if any.
- c. In submitting the application for study leave they will declare the value of any award or fellowship which they will receive during the period of study.
- d. The College shall provide data collection grant to staff on local Ph.D. programmes. This provision shall be within the following ceilings:

Humanities = Up to GH¢ 10, 000

Sciences/ Agriculture = Up to GH¢ 15, 000

ii. Study Leave for Staff on foreign Masters/Doctorate Degrees

- a. A senior staff who has been given a study leave foreign will continue to receive their salary without allowances.
- b. In submitting the application for study leave, they will declare the value of any award or fellowship which they will receive during the period of study.

- c. The College shall provide the following financial support to staff studying abroad:
- d. *Air-Ticket (Round Trip)
- e. *Data collection grant.
- f. For each of the financial support indicated above, the SDRC will determine the right amount to be given.

iii. Study Leave for Staff on Split-Site Programmes

- a. A staff who has been granted Split-Site (both local and foreign) study leave will continue to receive their salaries with allowances.
- b. In submitting the application for study leave, they will declare the value of any award or fellowship which they will receive during the period of study.

iv. Study Leave with Pay Only

Senior Staff members granted study leave with pay only to pursue local or foreign Master or PhD programmes will not be given any of the following entitlement:

- a. Payment of Fees
- b. Stipend (Living Expenses)
- c. Research Grant
- d. Other relevant educational non-educational expenses (air fare, accommodation etc.)

v. Study Leave without Pay

Staff granted study leave without pay and sponsorship are not entitled to:

- a. Payment of monthly salary

- b. Allowances
- c. Fees and institutional charges,

However, the College may keep the staff's position until the staff completes their programme and return to the College. If during the absence of the staff on study leave without pay and sponsorship, it becomes necessary for the College to fill the staff's position, the College shall inform the staff of their (College's) decision.

5.2.1. APPLICATIONS FOR EXTENSION OF STUDY

In making an application for extension of the study leave the staff member concerned should provide:

- i. At least three months' notice to the College through Head of Department to the Principal.
- ii. The application should state the following:
 - a. The work that has been carried out so far, as well as what remains to be completed;
 - b. The time within which the remainder is expected to be completed; and
 - c. A detailed progress report from the supervisors or study institution.

5.2.2. CONTRACTUAL OBLIGATIONS AND SANCTIONS

- i. A staff member granted study leave for one (1) academic year shall undertake to return immediately to the service of the College after the leave period for at least one (1) academic year.
- ii. A staff member granted study leave for more than one academic year should undertake to return immediately to the service of the College after the leave period for at least a period equal to the study leave period plus one academic year.
- iii. A staff member who fails to return within three (3) months after their period of study, shall have their salary and all allowances suspended and shall be reinstated on the CAG's payroll on the date that they resume work at the College.
- iv. Where the staff on study leave (with pay) refuses to return to the services of the College set out in (1) and (2) above, they shall be liable to refund the whole amount spent on their behalf by the College during the period of the study leave. Refund shall include salary, allowances and SSNIT contributions paid by government on his behalf.
- v. Staff on study leave shall provide the SDRC with the contact address of their place of study and that of their supervisors to enable the College get in touch with them and their supervisors.
- vi. A staff member who violates any of the regulations in this section may subject themselves to other suitable disciplinary measures.

5.2.3. RETURN FROM STUDY LEAVE

- i. A member of staff on the completion of their programme should indicate the date of their resumption of duty through their Head of Department to the Principal.
- ii. The College Secretary on receipt of staff resumption letter shall arrange for the allowances (if any) due him/her to be restored.

5.2.4. STUDY LEAVE FOR JUNIOR STAFF

For all study leave types and applications from Junior staff, the SDRC shall deal with it (in terms of procedure, conditions, contractual and sanctions) according to its own merits and in line with the provisions of this policy.

5.2.5. STUDY LEAVE FOR JUNIOR STAFF

- i. Staff on local or foreign programmes (PhD) are obliged to finish at the stipulated period of the programme.
- ii. Staff beneficiaries would be given their needed funds on time.
- iii. Academic Staff beneficiaries would carry teaching loads of only three (3) credits and not more than one class per semester whereas workload.
- iv. Staff beneficiaries would not be involved in extra-teaching activities such as supervision of project work, on-campus and off-campus teaching practice, and teaching of Distance and Sandwich courses.
- v. If for any reason, a beneficiary staff got himself/herself involved in any of the activities listed (i.e., i, ii, iii and iv) above, HoDs/SDRC in collaboration with appropriate

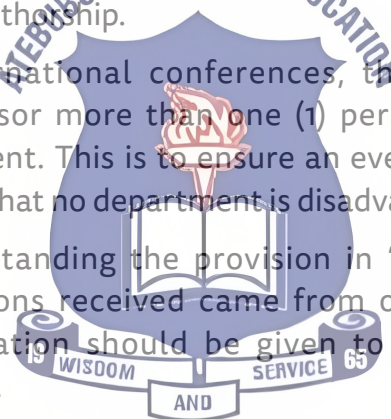
paying office must ensure the person is not paid for such services.

5.3. CONFERENCES, WORKSHOPS AND SEMINARS

- i. As a way of developing staff capabilities and adapting to the changes in the working environment, the College shall provide the opportunity for staff to attend conferences, workshops, and seminars. Such opportunities shall be in the form of partial or full sponsorship.
- ii. In the case of full sponsorship, the College shall pay all expenses in connection with the conference, workshop, or the seminar. For partial sponsorship, the College shall pay the registration fees and transport.
- iii. To qualify for full sponsorship, the applicant should have served the College for not less than three months, while partial sponsorship shall be given to employees who had served the probation period as per the conditions stated in their appointment letter.
- iv. Notwithstanding the provision in iii, the College shall determine whether a full or partial Sponsorship should be awarded to any staff depending on the availability of funds and the cost of the conference, workshop, or seminar.

5.4. PROCEDURE FOR APPLICATION FOR SPONSORSHIP

- i. To apply for sponsorship, the applicant shall complete a conference, workshop, or seminar application form which can be obtained from the College's Registry.
- ii. The applicant shall submit the completed application form to the Staff Development Committee through the Principal.
- iii. For conferences, the College shall consider only applications where there is evidence that the applicant is presenting a paper and he/she is the lead author in case of joint authorship.
- iv. For international conferences, the College shall not sponsor more than one (1) person in the same department. This is to ensure an even distribution of funds so that no department is disadvantaged.
- v. Notwithstanding the provision in 'viii', if the total applications received came from one department, consideration should be given to more than one applicant.
- vi. The College shall sponsor applicants once a year for local conferences, workshops, and seminars while international conferences shall be once every two years.



6.0 STAKEHOLDERS

6.1. INTERNAL STAKEHOLDERS

- i. **College Governing Council:** oversees the formulation, approval and the implementation of the policy.
- ii. **Academic Board:** ensures the alignment of the policy to the academic goals and objectives and assess the quality and fairness of the admission process.
- iii. **Professional Development Coordinator:** manages programme planning, resource allocation, needs assessment, programme evaluation, policy compliance, and continuous improvement of professional development programmes
- iv. **Quality Assurance Officer:** Ensures that programmes meet quality standards and align with institutional goals. They ensure policy compliance, evaluate programmes, monitor quality, assess training needs, collect feedback, analyse data, drive continuous improvement, pursue professional development, collaborate with departments, and facilitate communication among stakeholders
- v. **Staff:** Take proactive steps to enhance job-relevant skills through learning opportunities.

6.2. EXTERNAL STAKEHOLDERS

- i. **Legal Authorities:** Law enforcement may be involved in cases of serious misconduct that violate the law.
- ii. **GTEC:** Sets standards or regulations regarding gender issues
- iii. **Media and Press:** Journalists and media outlets that cover education-related news and issues may report on the College's Staff Development Policy, influencing public perception.
- iv. **Employers/Industry Representatives:** Companies or organizations that hire graduates from Colleges of Education are vital stakeholders. They can provide input on the skills and knowledge required for educators to succeed in the workforce.
- v. **CETAC:** Professional organization of the Colleges of Education tutors who expresses concerns on the needs and challenges facing teaching staff.
- vi. **Community Organizations:** Local community groups, non-profits, or NGOs who collaborate with the Colleges of Education on various initiatives, providing a community perspective and potential resources for staff development programmes.
- vii. **Alumni:** Former students of the Colleges of Education who offer feedback on their educational experiences and insights into what skills were valuable in their careers, helping shape staff development policies.
- viii. **Parent/Guardian and Student Groups:** Input from parents and students can provide perspectives on what

they value in educators and what they believe would enhance teaching quality.

- ix. Research Institutions:** Universities or research centres that contribute knowledge on best practices in teaching and learning, as well as insights into emerging trends and innovations in education.
- x. Internship/Placement Partners:** Organizations that host student teachers or provide internships for educators in training can offer insights into the skills and experiences that are most valuable in real-world educational settings.



7.0 MONITORING AND EVALUATION

- i. **Central Management** - Governing Council
- ii. **Middle Management** - College Management
- iii. **Lower Management** - Heads of Department



8.0 RESPONSIBILITY FOR IMPLEMENTATION

The overall responsibility for the implementation of the Staff Development Policy is vested in the College Governing Council. The College Principal and Academic Board shall be responsible for the day-to-day administration and implementation of this policy.

8.1. RESPONSIBILITY FOR MONITORING AND COMPLIANCE

The College Principal, Professional Development Coordinator, and Quality Assurance Officer shall be delegated to ensure the compliance, monitoring, and evaluation of the effectiveness of the policy.

8.2. APPROVAL BODY

The College Governing Council

8.3. INITIATING BODY

The Academic Board

8.4. EFFECTIVE DATE OF IMPLEMENTATION

1st January, 2024

8.5. REVIEW DATE

3years from the effective date (January, 2024 to January, 2027)

9.0 RELATED LEGISLATION

Colleges of Education Act 2012 Act (847)

9.1. RELATED POLICY AND OTHER DOCUMENTS

Harmonized Statutes for Colleges of Education

Harmonized Scheme of Service for Colleges of Education

Harmonized Condition of Service for Colleges of Education

Staff Development Policy

9.2. OWNER / SPONSOR

The College Governing Council

9.3. AUTHOR

The Academic Board



10.0 FURTHER INFORMATION

Contact the College Principal for any further information regarding this policy document as and when necessary:

The Principal

Atebubu College of Education

P. O. Box 29

Atebubu

Bono East Region

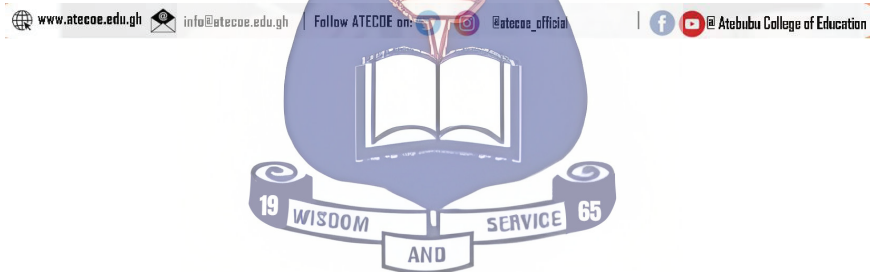
principal@atecoe.edu.gh



11.0 SOCIAL MEDIA HANDLES

The following are the official social media handles of the College:

- i. Facebook-Atebubu College of Education
- ii. X-@atecoe_official
- iii. Instagram-@atecoe_official
- iv. YouTube-@Atebubu College of Education
- v. WhatsApp line-0200288320



ANNEXES

APPENDIX 1

ATEBUBU COLLEGE OF EDUCATION STUDY LEAVE APPLICATION FORM



Application for Study Leave (For permanent employees only)

Applications must be submitted to Chairman of Staff Development and Research Committee, at least three months before going for the further studies:

SECTION A: To be Completed by the Applicant

1. Name of applicant.....
2. Job Tittle/Rank.....
3. Department.....
4. Date of Birth.....
5. Date of assumption of duty.....
6. Telephone Number.....
7. Email.....

8a. Please list all qualifications obtained as at the time of completing this application form

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

8b. How does the new qualification that you are seeking relates to the previous qualifications obtained?

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

9. Particulars of Study Leave

9.1 What is the purpose of the study leave?

To pursue:

- i. Bachelor's Programme in
- ii. Master's Programme in
- iii. PhD Programme in
- iv. Other Programmes (Specify)



Attach a copy of Admission Letter

10. When do you intend starting the programme?

- i. Name of Institution:.....
- ii. Country:.....
- iii. Duration of programme of study:
- iv. Full-Time /Part-Time/Distance:.....

11. What is the estimated cost per year?

12a. What type of sponsorship are you applying for?

Full /Partial /Self Sponsorship

12b. If Partial Sponsorship, what component of cost do you want the College to bear?

.....

13. Describe briefly Research/Activities/Academic or other merits achieved at the College as at the time of making this application.

.....
.....

14. Can the programme be pursued locally?

YES /NO

14b. If NO, explain why the programme cannot be pursued locally.

.....

15a. Have you benefited from any sponsorship by the College?

YES /NO

15b. If YES indicate the type of sponsorship:.....

.....

15c. Date and Year of Sponsorship:.....

16. Date and Year of Sponsorship:.....

i. Name of programme of study:

ii. Name of Institution:

iii. Year of completion:



17. Were you bonded? YES /NO

If YES have you finished serving your bond? Please state the date

.....

18. Please list all responsibilities with the College as at the time of making this application

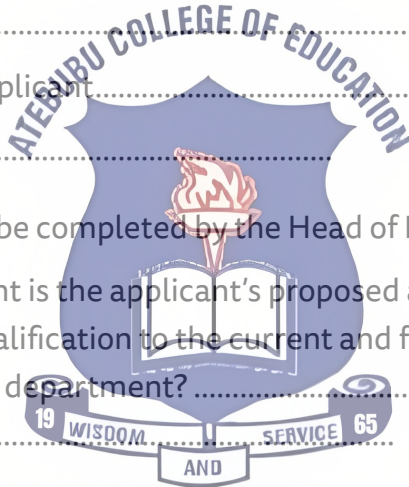
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19. To what extent can your department, faculty or the College benefit if the study leave is granted?

.....

Signature of Applicant.....

Date.....



SECTION B: To be completed by the Head of Department

20. How relevant is the applicant's proposed area of higher qualification to the current and future needs of the department?

.....
.....

21. Briefly describe the contribution by the applicant in promoting the department since he/she joined the Atebubu College of Education.

This includes committees served at the department.

.....
.....

22. State how the applicant's current departmental responsibilities will be discharged in his/her absence.

.....
.....

23. In your view, how would you recommend the applicant for study leave? (Give Reasons)

.....
.....

Signature and Stamp of Head of Department.....

Date.....

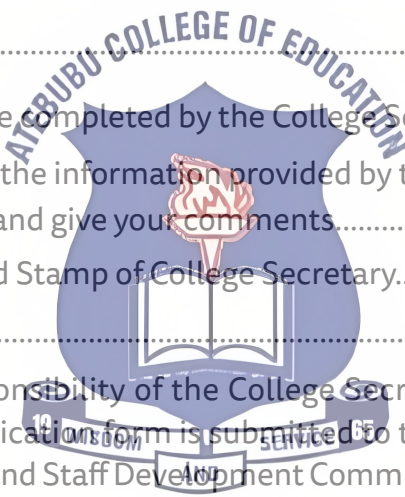
SECTION C: To be completed by the College Secretary

24. Please verify the information provided by the Head of Department and give your comments.....

Signature and Stamp of College Secretary.....

Date.....

It is the responsibility of the College Secretary to ensure that this application form is submitted to the Chairman of Scholarship and Staff Development Committee and should not be handed over to the applicant.



ANNEXES

RECOMMENDED TYPES OF LEAVE AND DURATIONS

The Public Services Commission in consultation with the Public Service Workers Unions and Associations, the Governing Councils and Boards, Chief Executives of Public Service Institutions and Heads of the Public Services have agreed to the under-listed leave days (duration) for the different types of leaves for implementation as follows:

TYPES OF LEAVE DURATION

- Annual Leave/ Middle Level 28 working days
- Annual Leave/ Junior Level 21 working days
- Sick Leave (full pay) one year (maximum)
- Sick Leave (half pay) one year - do -
- Study Leave (with pay) two years - do -
- Study Leave (without pay) two years - do -
- Maternity Leave 12 weeks
- Casual Leave 10 working days
- Compassionate Leave (Special Leave) 10 working days
- Examinations Leave 10 working days
- Sports Leave 5 working days
- Leave of Absence 1 year maximum
- Embarkation and Disembarkation Leave (short course) 2 working days
- Embarkation and Disembarkation Leave (Long Course) 10 working days