

Guidelines for Staff Development Centres

1. Policy Framework

- 1.1 The UGC through the Standing Committee on Staff Development in Universities will coordinate and regularly review staff development programmes implemented across the UGC, Universities and Higher Educational Institutes and initiate progressive improvements.
- 1.2 The UGC will spearhead a comprehensive staff development programme for all university employees. This will be a collaborative endeavour between the centre (UGC) and the periphery (Universities/Higher Educational Institutes). In this arrangement, the UGC will establish a “Central Entity” as an apex unit called the Human Resource Development Unit of the UGC (HRDU) to serve as the central coordinating cum training unit that will link with the Staff Development Centers (SDCs) of Universities/Higher Educational Institutes.
- 1.3 The HRDU at the UGC will be headed by a Director, with suitable postgraduate or professional qualifications and expertise and experience in human resource development and management. He/she will be appointed for a period of three years on release/secondment basis from the university system or from outside on contract basis. As the apex unit, HRDU will establish a Staff Training Centre (STC) to facilitate staff training activities across the higher education sector and develop regulations that would guide operational procedures with respect to training, governance and management of the STC.
- 1.4 The SDCs already established in the Universities with approval of the UGC shall function as the SDCs referred to in this Circular. However, within next 6 months the Universities shall undertake the reorganization prescribed by this Circular and report to the UGC for approval.
- 1.5 Universities that have not established Staff Development Centers shall take immediate steps to establish such facility as per the guidelines given in this Circular. Further, those Higher Educational Institutions / Institutes that come under the purview of a parent University and are located far apart from the parent University and with more than 50 academic staff and 100 non academic staff may establish Staff Development Units affiliated to the SDC of the parent University. Such units should be managed by part-time coordinators and support staff, assigned from among the existing academic and non-academic staff.
- 1.6 All the SDCs in universities are categorized into two tiers (Tier I and Tier II) based on the student and staff numbers and capacity of the SDCs will be developed as indicated in the **Table 1 in Annex I**. The SDCs of Tier II will be upgraded as the student intake increases and the total number enrolled exceeds 5000 per year. The respective universities could submit proposals for expansion of SDCs, giving details of human, physical and other resources required to the UGC as and when they become eligible.

- 1.7 The functions of the SDCs of Tier I shall be broad-based to carry out in-service training and also provide expert services in three specialized functional areas identified as a) Staff Development, b) Educational Technology and c) E-learning. Core activities of the said areas are given in **Table 2 of Annex I**. The SDCs of Tier II should concentrate primarily on Staff Development and seek services of the SDCs of Tier I for training in the other two areas.
- 1.8 All Staff Development Centers shall develop By-Laws that would define operational procedure with respect to governance and management of the respective SDCs and submit to the Governing Council of the University and UGC for approval.
- 1.9 All Universities and Higher Educational Institutes must identify and include Human Resource Capacity Building as one of the strategies in their Corporate Plans. Based on the UGC and the University/ Higher Educational Institutes Corporate Plans, the central administration (*i.e. Administrative and Service Divisions/ Centers/ Units*) and institutions (*i.e. Faculties /Institutes/ Centers/ Units*) must develop Human Resource Development Action Plans in liaison with the SDC of the University.
- 1.10 In order to ensure the effectiveness of staff development efforts of the UGC and Universities, continuing in-service training would be made compulsory for all categories of staff in due course. Therefore, at the time of recruitment, all employees shall be given a list of competencies to be acquired before confirmation and also to become eligible for subsequent promotions.

2. Institutional Arrangement, Objectives and Functions of SDCs

- 2.1 The SDC should be placed directly under the purview of the Vice Chancellor and managed by a full-time Director. Its administrative and financial control will be effected through a Management Committee (MC). In addition, the Director is assisted by a Programme Committee of Staff Training (PC/ST). The composition and terms of reference of MC and PC/ST are given in **Annex II**.
- 2.2 The Director of SDC should occupy the positions on full-time basis, and be a senior academic appointed on 3 year-assignment basis. In addition, the SDCs of Tier (I) will get additional professional, technical and support staff required for handling the other two functions (*i.e. Educational Technology, and E-learning & IT Literacy*) as prescribed in **Table 2 of Annex I**. The SDCs of Tier (II), as they progress and expand their functions, could request cadre provisions from the UGC for part-time or full-time positions to cover educational technology and *E-learning* and IT Literacy. Cadre provisions and Job Description of key categories of staff for SDCs are given in **Annex III**. Academic staff appointed from among the existing staff working on part-time/full-time basis as Directors and Coordinators shall be remunerated with monthly allowance approved by the UGC.

- 2.3 The overall objective of University Staff Development Centre is to engage in continuing improvement of human resource capacity of the institution, and thereby, to promote allegiance, commitment and loyalty of the staff to the institution, improve core knowledge and competencies of the staff of all categories, and introduce modern and innovative technologies and tools into the core business of the University.
- 2.4 The specific functions that are to be carried out by the Staff Development Centers of Universities to achieve the above objective are given in **Annex IV**.

3. Staff Development Programmes : Types, Design, Delivery, Assessment and Quality Assurance

- 3.1 Staff Development Programmes encompass training programmes aimed at six target groups of UGC, Universities and Higher Educational Institutes, namely ;
- a) Higher Management
 - b) Academic Staff
 - c) Executive and Staff Categories
 - d) Academic Support Staff
 - e) Technical Officers and
 - f) Other non-academic, non-Administrative Staff
- 3.2 The training programmes and scope, duration, and training modules shall be developed through partnership between, HRDU of UGC and SDCs in conformity with the Credit and Qualification Framework prescribed for (a) short - courses, (b) certificate courses and (c) diplomas by the Quality Assurance and Accreditation Council of the UGC (QAAC). Credit and Qualification Framework *will be made available in the "Handbook on Staff Development Programmes for University Staff" that will be published jointly by UGC and World Bank - Higher Education for the 21st Century project (WB-HETC Project).*
- 3.3 The HRDU in liaison with SDCs shall prepare the list of training programmes and training modules of each training programme for the staff training programmes to be coordinated and conducted at the UGC level (**List A**) and at the SDCs level (**List B**). *List A and B will be made available in the "Handbook on Staff Development Programmes for University Staff"*
- 3.4 The Curricular of both Lists A and B prepared by HRDU will be reviewed and approved by the Standing Committee on Staff Development in Universities and UGC. Any new programmes to be conducted by the SDCs of Universities should be designed by the Programme Committee of Staff Training (PC/ST) of the SDCs in accordance with Credit and Qualification Framework of short-courses, certificate and diploma courses prescribed by the Quality Assurance and Accreditation Council of the UGC and submitted through the respective MC of SDCs to the Senate of the University and the UGC for review and approval.

- 3.5 Staff development Programmes on Languages (Sinhala, Tamil and English Languages) and Information Technology shall be designed by the SDC with academic and technical assistance in partnership with the training units/centers/academic departments responsible for providing such specialized training in those specific disciplines and offered through joint coordination of the SDC and respective training units/centers/academic departments. The curricular of such training programmes leading to the issuing of certificate/diplomas have to be approved by the MC of the respective SDCs and the Senate of the University and shall be tabled at the UGC Standing Committee for Staff Development in Universities for review and UGC approval.
- 3.6 The training programmes and course contents of short term training programmes/training workshops of less than 5 days of duration on themes/topics identified by SDC or on requests made by faculties/departments/centers/units could be approved by the MC of the SDC.
- 3.7 The performance of all trainees (*except for higher management category*) shall be assessed in a quantifiable manner and the certificate of successful completion should only be awarded only to those who follow the programme uninterruptedly and complete all prescribed training elements and assignments successfully.
- 3.8 The SDCs of Universities shall, once in four years, assess the quality of all training programmes and decide on the continuation of a study programme or refocus the training programme through curricular reforms to make the training programme more relevant to national and institutional needs.
- 3.9 If specialized resource persons needed to carry out a programme are not available within the institute or the University, the institute/ University could outsource the training to suitable public or private training institute or organization with the approval of the MC of the SDC, Finance Committee and the Council of the University.
- 3.10 The Quality Assurance and Accreditation Council of UGC shall undertake a regular review of the SDCs and their programmes and provide feedback to the respective SDC and report to the UGC Standing Committee on Staff Development in Universities.

Note: Detailed guidelines on qualification framework, types of training and suggested course contents and modules are made available in the “Handbook on Staff Development Programmes for University Staff”.

4. General and Financial Management of SDCs at University level

4.1 General Administration

The general administration of SDCs of Universities will be governed by the existing rules and regulations as applicable to university administration. The Administration of the non-academic staff comes under the Registrar of the University and placed under the direction and supervision of the Director/SDC.

4.2. Academic Administration

The academic administration of the SDC is guided by the instructions specified by the guidebook titled "*Handbook on Staff Development Programmes for University Staff*". All programmes, except short-courses/training workshops must be prepared according to prescribed standards by the QAAC of UGC and must be approved by the MC of SDC, Senate and Council of the University and UGC before offering.

4.3 Non-academic Staff

The non-academic staff of SDC shall come under the direct control and supervision of the Director/SDC. The function of the technical and non-academic non-administrative staff is to provide technical assistance, logistic support for training and other activities conducted by the SDC and provide support to any other work assigned to them.

4.4 Financial Management of the SDC

The financial management of the SDC directly comes under the supervision of the Bursar of the University. The Financial Year of the SDC shall be the same as the financial year of the University. All finances will be handled according to the government financial regulations with the approval of the Finance Committee and the University Council. The annual grant for the personnel emoluments and recurrent expenditure will be made available by the UGC. The centre shall have a fund to be called the Staff Development Fund with the approval of the Governing Council of the University and all income shall be credited to this account. A percentage of annual turnover as dictated by the Government Treasury Circulars, shall be credited to the University General Fund. The rest could be used for the development and maintenance activities of the SDCs. The Centre shall prepare an annual statement of accounts and statistics relating to its activities to report to the MC. The books of accounts of the centre shall be kept in the office of the Centre.

Table 1: Categorization of Staff Development Centers

Tier I	University of Colombo University of Peradeniya University of Sri Jayawardenapura University of Kelaniya University of Moratuwa University of Ruhuna University of Jaffna Open University of SL	>5000 students > 500 Academic staff >750 non-academic staff	SDC Type I – Capacity In-house expertise in * Staff development * Educational Technology * E-learning
Tier II	University of Wayamba University of Rajarata University of Sabaragamuwa University of Uva Wellassa South Eastern University Eastern University University of Visual and Performing Arts	<5000 students <500 Academic staff <750 non-academic staff	SDC Type II – Capacity In-house expertise in * Staff development

Table 2: Core activities of the specialized functional areas of Staff Development

Specialty	Core activities
a. Staff Development	<p>1. Induction training for all categories of staff – i) Legislations, Acts, Ordinances and By-Laws, Government Administrative and Financial Regulations (AR & FR) giving guidelines on how to govern and manage state institutions, ii) recruitment and performance evaluation, increments and promotions, iii) disciplinary procedures, iv) general administrative and financial management procedures, v) office management, vi) time management, vii) generic or soft skills, viii) codes of practices and ethics, ix) management of work stress and x) strategic planning and management.</p> <p>2. Continuing education programmes aimed at improving knowledge and skills in core areas required for different categories of staff – i) higher management, ii) executive staff, iii) academic staff, iv) technical staff, v) clerical staff and vi) other specialized categories</p> <p>3. Facilitation of training programmes for academic and non-academic staff geared to impart required levels of language/communication competencies.</p>
b. Educational Technology	<p>1. Provision of training on curriculum development and revisions – concepts, tools and techniques</p> <p>2. Provision of training on development of learning resources</p> <p>3. Training on teaching, training and assessment methods</p> <p>4. Training on research methods and scientific writing</p> <p>6. Training on academic and student counseling</p>
c. E-learning and IT literacy	<p>1. Training on ICT Literacy for academics and non-academics</p> <p>2. Training on Use of ICT tools in teaching, learning and evaluation</p> <p>3. Training and expert advice on preparation of ICT-based learning material</p>

Composition and TOR of Management Committee (MC)

Composition of MC of SDC	TOR of MC
<p><u>Ex-officio</u></p> <p>Vice Chancellor (Chairman of MC) Rectors of Campuses Directors of Institutes Director of SDC (Secretary to MC) Deans of Faculties Coordinators /SDC (if positions exist) Registrar Bursar Librarian</p> <p><u>Other</u></p> <p>Two senior academic members nominated by the Senate Two members of the Council from among the UGC appointed members</p>	<ol style="list-style-type: none"> 1. Take all policy and administrative decisions deemed necessary for the effective working of the SDC and the realization of the objectives of the centre 2. Appoint, terminate and exercise disciplinary control over contractual staff required for overall and effective implementation of programmes and activities/projects of the centre 3. Recommend wages or allowances or salaries or other remunerations of such staff to the Council via the Finance Committee

Composition and TOR of Programme Committee of Staff Training (PC/ST)

Composition of PCST	TOR of PC/ST
<ol style="list-style-type: none"> a. Director/SDC – Chairman b. Programme Manager – AR/SAR/DR of SDC – Secretary c. Deans or nominees – 1 from each Faculty d. 2 Senior Academics with required expertise in a) Education Technology and e-learning and IT Literacy (appointed on the recommendation of the Director) e. Director/ Information Technology Centre (ITC) f. Head/ English Language Teaching Unit (ELTU) g. Director/Center of Distance and Continuing Education (CDCE) h. Director/ Career Guidance Unit i. A Specialized person/s from the field that the training is concern (suitable members are invited as and when required) 	<ol style="list-style-type: none"> 1. To assist the SDC to identify training needs of academic and non-academic staff 2. To assist in the development of training programmes and modules for the selected training programmes 3. To assist the SDC in conducting staff training programmes

Cadre Provision prescribed for Tier I and Tier II SDCs

Tier I SDC	Tier II SDC
<p>Director (1)</p> <p>Cordinators (2) -Educational Technology - e-learning</p> <p>Programme Manager (<i>Assistant or Senior Assistant/Deputy Registrar functions as PM</i>)</p> <p>Audio-visual Technician/Officer</p> <p>Computer Application Assistant</p> <p>Labourer</p>	<p>Director (1)</p> <p>Programme Manager (<i>Assistant or SeniorAssistant/DeputyRegistrar functions as PM</i>)</p> <p>Audio-visual Technician/Officer</p> <p>Computer Application Assistant</p> <p>Labourer</p>

Note:

1. Director/Coordinator must be appointed from among the existing academic staff on full-time or part-time basis.
2. The Academic staff appointed from among the existing staff working on part-time/full-time basis as Directors and Coordinators shall be remunerated with monthly allowance approved by the UGC.
3. The non-academic cadre provisions prescribed for Tier I & II could be met through internal transfers. If however, new cadre provisions are required, requests shall be submitted with strong justification as new cadre provisions could only be made available only with the approval of the Department of Management Services.
4. The UGC will issue a Commission Circular on recruitment criteria and selection process as a complement to existing circulars to effect the recruitment of the cadre approved.

Job Description of key categories of staff of SDCs

The Director and Coordinators shall be appointed by the Council on the recommendation of the Management Committee. Applications shall be entertained from the internal candidates for full-time or part-time, as the case may be and selection shall be made by a panel appointed by the Council. The term of office of the Director and Coordinators shall be for 3 years with provision to extend for several terms.

a) Director/SDC

Primary duty of the Director of SDC is to manage the centre under the direction and guidance given by the Management Committee (MC). The specific duties are,

- i) To function as the Secretary to the Management Committee of SDC.
- ii) To manage the SDC along with the Programme Manager and 2 Coordinators according to the guidelines, norms and procedure established by the University and those specified by the MC
- iii) To function as the administrative and accounting officer responsible of the SDC for the Vice Chancellor. He / She should instruct and advice the programme Manager (Officer in Assistant/Senior Assistant /Deputy Registrar level) and other subordinate staff to maintain regular records and provide secretarial assistance to the Director/SDC and staff training activities and maintain the accounts of the centre in such form and manner as may be prescribed by the University.
- iv) He/She is authorized to receive all earnings paid into the fund and to credit such earnings to the proper heads of accounts, to make authorized payments, and to prepare for the MC and University Council such triennial estimates as are required and annual financial appropriations for the ensuing year.

b) Coordinators (Tier I)

There shall be 2 Coordinators manning a) Education Technology Training Programmes and b) e-Learning and IT Literacy Training Programme, respectively. They shall work under the directions and guidance of the Director/SDC. The specific duties of the respective Coordinators are given below.

i) Coordinator /Education Technology (Tier I)

The Division of Education Technology is responsible for designing and conducting training programmes on i) Curriculum development and revisions – concepts, tools and techniques, ii) Development and use of learning resources for academic teaching and learning, iii) Teaching, training and assessment methods, iv) Research methods and scientific writing, v) Academic and student counseling and vi) Strategic planning and management of higher educational institutions.

ii) Coordinator /e-Learning and IT Literacy (Tier I)

The Division of e-learning and IT Literacy of SDC (in partnership with IT Centre, if available) is responsible for the design and conduct of training on preparation of ITC-based learning tools, ii) use of ICT-based tools and techniques for academic, face-to-face, on-line teaching and self-learning, iii) use of ICT-based tools for conducting in-course assessments, iv) providing on-line academic counselling service for students and v) design and conduct training programmes to improve IT literacy of academic and non-academic staff.

c) Programme Manager

The Programme Manager (PM) is a functional title, assigned to the Assistant/Senior Assistant /Deputy Registrar who will be providing services as the administrative officer of the SDC. Besides providing the administrative assistance to the Director/SDC, the PM is responsible for coordinating all in-service staff development training programmes approved by the MC of the SDC for all academic and non-academic and providing and logistic support for training programmes on education technology and e-learning/IT Literacy.

Annex IV**Specific functions that are to be carried out by the SDCs in Universities**

1. To design and conduct mandatory in-service, induction training programmes for all new recruits of academic and non-academic categories thereby ensuring that new employees are fully aware of a university's institutional and organizational arrangement, pertinent acts, ordinances, by-laws, rules and regulations, administrative and financial management procedures, office management procedures, office management procedures and university norms and culture, recruitment, confirmation and promotion procedures, codes of practice and ethics, disciplinary procedures, punishments and appeal procedures, personality development and etiquette, social and ethnic cohesion and harmony, and in general what the University offers to the employees and what the University expects in return from the employees.
2. To design and conduct training programmes to improve teaching and training and evaluation skills of academics aimed at improving academic skills in conventional instructional and modern ITC-based teaching and learning techniques and tools.
3. To provide training and also advisory services to academics, academic departments and faculties/Institutes/Centers in curricular development and reforms and development of course material (i.e. qualification descriptors of degree/diploma programmes, intended learning outcomes of courses, course contents and lecture designs, methods of teaching and training, etc.)
4. To design and provide training for all categories of staff aiming at improving technical and professional skills in relevant core areas in collaboration with the HRDU and the STC of UGC.
5. To design and provide training to higher management, academic administrators and executive staff in organizational management, and institutional, sectoral and national development, in collaboration with the HRDU and STC of UGC.
6. To design and conduct continuing educational programmes for all categories of staff in liaison with the Career Guidance Unit to improve generic skills (or soft skills) thereby to ensure continuing improvement in their personal traits such as etiquette, allegiance and commitment to the institution, interpersonal relations and interaction, team efforts, etc.

7. To design and offer, in partnership with ELTU and Department of Sinhala and Tamil Languages, training programmes to all categories of staff to acquire necessary competencies in English and the national languages Sinhala and Tamil.
 8. To design and conduct IT literacy training programmes, in collaboration with IT Centres, for all categories of staff to acquire required IT skills.
 9. To arrange and coordinate tailor-made certificate/diploma level training courses designed on the basis of the identified needs for all categories of staff (eg. IT Literacy, e-learning, English, Laboratory Sciences, etc) that are to be designed and conducted by specialized Schools/centers/units (such as Centers of Open and Distance Learning/Centers of Distance and Continuing Education, English Language Training Units and Information Technology Centers of established universities, School of Computing in Colombo University, and Open University of Sri Lanka.
 10. To undertake publications in the areas of university staff development in general and teaching and learning in particular, to be used within the University and other institutions of higher learning.
 11. To develop linkages among domestic and foreign Universities and national and international developmental organizations with similar objectives.
 12. To raise funds through domestic and foreign sources with the approval of the University Council, to carry out activities, if resources placed at its disposal by the University are found inadequate.
 13. To build a resource and information centre in key areas of staff development, namely organizational management, strategic planning and management, personality and leadership development, education technology (curriculum development course structure, teaching and training methods, learning resources development, etc.), ICT-based teaching and learning methods and any other theme/discipline as appropriate for the core business of the SDCs.
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