

UNIVERSITY FOR DEVELOPMENT STUDIES



**STRATEGIC PLAN
FOR WORKFORCE
DEVELOPMENT**

JULY 2018

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LIST OF ACRONYMS

APB.....	Academic and Promotions Board
DoF.....	Director of Finance
DoE.....	Director of Estates
DoS.....	Director of Sports
DoHS.....	Director of Health Services
DoUDSIR.....	Director of UDS International Relations
DoWPD.....	Director of Works and Physical Development
DoAPQA.....	Director of Academic Programmes and Quality Assurance
DoICT.....	Director of Information and Communication Technology
DoIIRACS.....	Director of Institute of Interdisciplinary Research and Consultancy Services
HOD.....	Head of Department
HR.....	Human Resource
FoA.....	Faculty of Agriculture
FIDS.....	Faculty of Integrated Development Studies
IFCAT.....	Field Communication and Agricultural Training
MIS.....	Management Information System
NCTE.....	National Council for Tertiary Education
SPWD.....	Strategic Plan for Workforce Development
UDS.....	University for Development Studies
VC.....	Vice-Chancellor

1.0 BACKGROUND

The Governing Council of the University for Development Studies (UDS) at its 84th sitting in November 2017, directed the Management of the University to develop a Strategic Plan for Workforce Development (SPWD). This decision was in line with Goal 4 (Objective 4.3) of the UDS Strategic Plan (2017-2023). The Management of the University accordingly constituted a seventeen-member Committee which developed the document.

1.1 HISTORY AND PROFILE OF UDS

The University for Development Studies (UDS) was established on 15th May 1992 by the Government of Ghana under PNDC Law 279, following recommendations of various reports on the need for a fourth University in the Country. The University is mandated by law “to blend the academic world with that of the community in order to provide constructive interaction between the two for the total development of Northern Ghana, in particular, and the country as a whole”.

Academic work at the University started in September 1993, when the first batch of 39 students were admitted into the Faculty of Agriculture (FoA). The first batch of students were accommodated at the School of Hygiene, Tamale. The University borrowed the premises of the Islamic Secondary School for Science, Tamale, for use for lectures.

In 1994, the Faculty of Integrated Development Studies (FIDS) was established. The Faculty of Agriculture was moved to the Nyankpala Campus. In 1995, FIDS was relocated to the Campus of the Institute for Field Communication and Agricultural Training (IFCAT) in Navrongo, to start the Navrongo Campus of the University.

The School of Medicine and Health Sciences (SMHS) and the Faculty of Applied Sciences (FAS) were established in 1996.

The SMHS also started on the Campus of the School of Hygiene, Tamale, whilst FAS started on the Nyankpala Campus.

In 2002, the Faculty of Applied Sciences was moved from Nyankpala Campus to the Navrongo Campus, and FIDS was moved from Navrongo Campus to the Wa Campus.

The University started its postgraduate programmes with the establishment of the Postgraduate Studies Centre on the Navrongo Campus in 2004. The Centre was re-named Graduate School, and relocated to Tamale.

The Central Administration Building is located at the Tamale campus. The University currently has four (4) campuses: Wa Campus, Navrongo Campus, Tamale Campus and Nyankpala Campus.

Other Faculties and Schools that have been phased-in between 2003 and 2017 include: Faculty of Planning and Land Management (FPLM), Faculty of Education (FoE), School of Business and Law (SBL), School of Allied Health Sciences (SAHS), Faculty of Agribusiness and Communications Sciences (FACS), Faculty of Natural Resources and Environment (FNRE), School of Engineering (SoE), Faculty of Mathematical Sciences (FMS) and Faculty of Earth and Environmental Sciences (FEES).

The University currently has two Academic Directorates, two Centres, and two Institutes. There is also a Directorate of International Relations and Advancements (DIRA).

The University has several academic departments which run various undergraduate and postgraduate programmes.

By virtue of its multi-campus nature, the University has a decentralized structure of administration with the Central Administration located at the Tamale Campus, Dungeni.

Each of the Campuses, with the exception of Tamale Campus, has a Principal whose administrative functions are to play a coordinating role on the Campus and to serve as a liaison between the Campus and the Central Administration.

As part of the ongoing processes to further deepen governance in the University, management is working towards implementing a Collegiate system of administration (UDS, Strategic Plan 2017-2023, 2017).

1.2 Core Values

- *Integrity* – We will demand the highest standards of ourselves to earn the trust of others
- *Loyalty* – We will demonstrate a strong resolve to give back selflessly to our University
- *Excellence* – We will strive to do things better, setting challenging goals and continuously improving and innovating to deliver the best possible outcomes
- *Diversity* – We will value diversity among our students and staff and we will be committed to the establishment of an atmosphere where individuals can get equal opportunities to challenge, self-develop and learn for growth and leadership
- *Commitment* – We will be committed to knowledge generation that positively impacts the lives of those within and outside our university community

1.3 Vision Statement

To be the home of world-class pro-poor scholarship.

1.4 Mission Statement

UDS seeks to attain its vision by promoting equitable and sustainable socio-economic transformation of communities through being practical-oriented and community-based.

1.5 Organogram

This organogram (Fig. 1) spells out the key actors in the implementation of the Strategic Plan for Workforce Development.

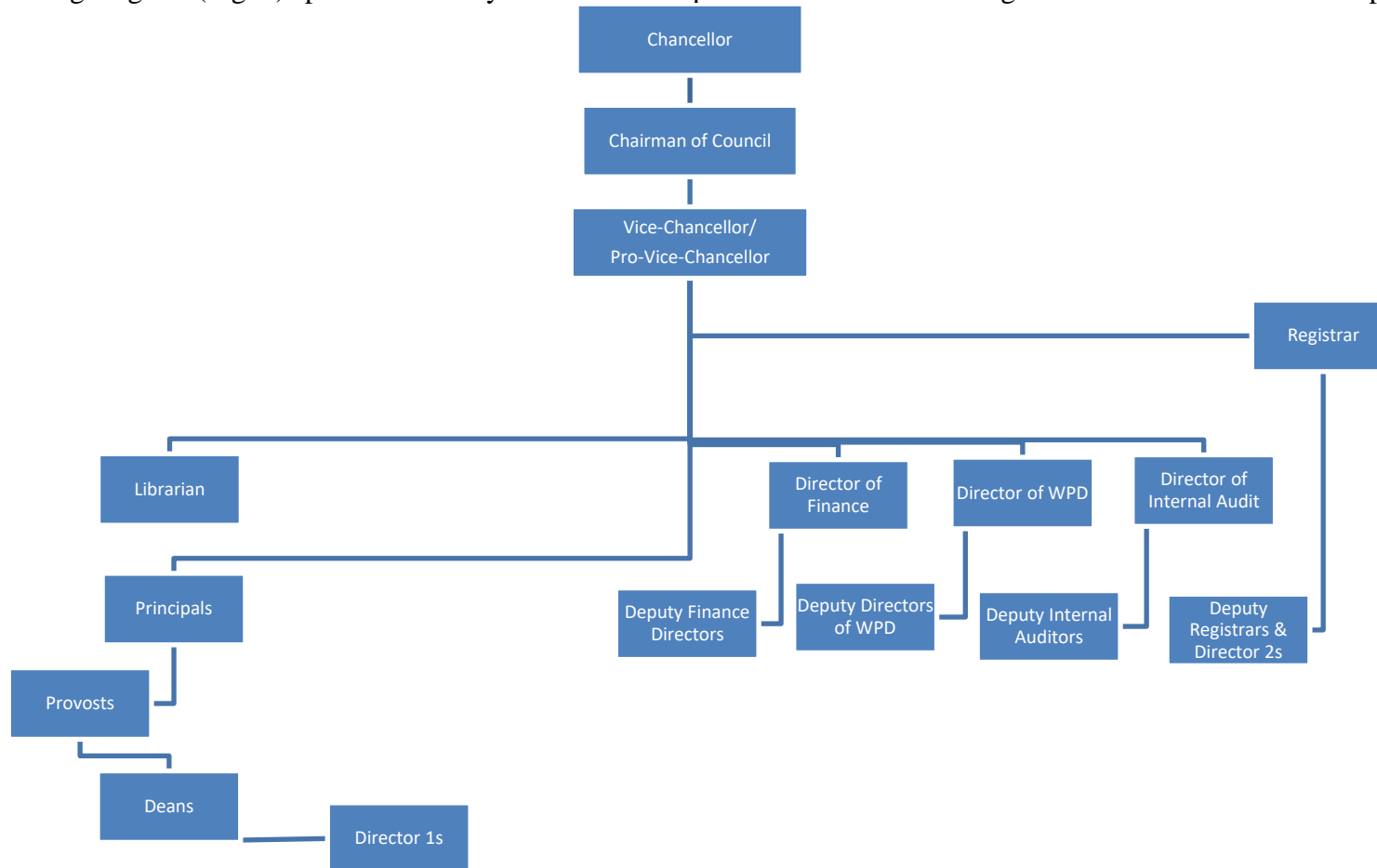


Fig. 1: Organogram of UDS

1.6 Rationale for the SPWD

The UDS SPWD (referred to hereinafter as “the Plan”) was developed in line with the UDS Strategic Plan (2017-2023) to:

1. support the development of a workforce that is sustainable, adaptive and responsive
2. help Management to assess current and future workforce demands
3. strengthen service delivery to students and other stakeholders
4. improve opportunities to collaborate and share valuable research findings and best practices
5. enhance workforce capacity to prevent and reduce inefficiencies, ineffectiveness and occupational hazards
6. ensuring adequate funding and resources
7. provision of welfare development grants and scholarship
8. support for specific research on workforce development
9. development and support for related curricula in human services in tertiary education
10. ensuring adequate rewards and recognition
11. negotiation of job redesign and job enrichment with workers
12. provision of a healthy, safe and pleasant working environment
13. ensuring opportunities for input into organisational decision making for all staff
14. proactive development of mentoring relationship
15. openness to change and innovation in work practices
16. development of professional/collegial networks

1.7 Definitions

Workforce development is defined as a holistic concept that integrates workforce analysis and planning, human resource management and capability development to strengthen organisational success by aligning the workforce to both current and future service demands (Maret, 2008).

Strategic Workforce Planning is a practice of mapping an organisation’s people strategy with its business strategy so that they work in sync (Williams HR Consulting, 2017).

2.0 METHODOLOGY

2.1 Initiation of the process

The University Management constituted a committee (**Appendix A**) that comprised of various relevant constituents of the University's workforce.

2.2 Development of the Plan

The Committee went to Bolgatanga on a four-day retreat to develop the Plan. Several relevant documents on Strategic Plan for Workforce Development were consulted in developing this Plan.

3.1 Context

This Plan was developed in reference to Goal 4 (Objective 4.3) of the UDS Strategic Plan (2017-2023) (UDS, 2017a). The Goal seeks to “*enhance governance system in place*” and objective 4.3 of that Goal seeks to “*enhance Human Resource Capacity at all levels*”. Also, the committee considered current issues in the new Statutes of UDS (UDS, 2017b) and the National Council for Tertiary Education (NCTE) norms for universities (NCTE, 2012).

3.2 Strategic Workforce Goal

Enhanced Human Resource Capacity at all levels of service delivery in the University.

3.3 Objectives

The objectives of this Plan are based on the under-listed three thematic areas: human resource management, workforce capabilities development and workforce planning.

3.3.1 Human Resource Management

- a. To secure an attractive level of compensation and service conditions for all categories of staff.
- b. To improve the academic working environment (Libraries, Laboratories, and Lecture Theatres) to facilitate the work of all categories of staff.
- c. To provide adequate offices for all categories of staff.
- d. To provide clear guidelines and create awareness for progression.
- e. To promote wellness, and health and safety for all categories of staff.

3.3.2 Workforce Capabilities Development

- a. To introduce a package of motivational incentives tied to performance and outstanding achievement for staff (i.e. design incentive packages such as awards, bonuses, etc.).
- b. To design and implement staff capacity building programmes for all categories of staff.

3.3.3 Workforce Planning

- a. To develop guidelines for recruiting staff.
- b. To put in place a staff development plan.
- c. To establish a computerised university-wide human resource database.
- d. To develop a framework for succession planning.
- e. To develop periodic Needs Assessment for staff redeployment.

4.0 ACTIVITIES

Table 1: Action Plan for Achieving Enhanced Human Resource Capacity

Objective	Activity	Time Frame	Person(s) Responsible	M & E Indicators
<p>To secure an attractive level of compensation and service conditions for all categories of staff.</p>	<ul style="list-style-type: none"> • Prompt payment of wages, salaries and allowances • Prompt payment of extra duty/overtime allowance/ refund of legitimate claims • Provision of decent accommodation for entitled staff • Upward pay adjustment to deserving staff • Annual award for best performing staff • Improve the exit package administration • Permit sabbatical leave to entitled staff 	<p>2018-2023</p>	<p>VC/Registrar/DoF</p> <p>~do~</p> <p>VC/DoF/ DoE</p> <p>Registrar/DoF/ Principal/Deans/HoDs</p> <p>~do~</p> <p>VC/Registrar/DoF/ DoE/Head of Personnel</p>	<ul style="list-style-type: none"> • Salaries paid by the 28th day of the month • Claims for all allowances/ wages paid within two (2) weeks of submission • University bungalows/flats renovated before allocation • Rent subsidy paid within thirty (30) days of application • Evidence of yearly increment • Evidence of Awards published • Exit packages paid within 60 days • Qualified applicants have been permitted

			VC/Registrar/DoF/Head of HR/Principals/Deans/HoDs	
Improve the academic working environment (Libraries, Laboratories, and Lecture Theatres) to facilitate the work of all categories of staff.	<ul style="list-style-type: none"> • Refurbish existing lecture theatres, libraries and laboratories • Construct ultra-modern lecture theatres, laboratories and Staff Common Rooms. • Establish Cafeterias on each campus • Develop and maintain landscapes in the University • Establish and maintain an effective E-governance system • Establish basic school system for all campuses 	2018-2023	<p>VC/Registrar/Principals/DoF/DoWPD/DoE</p> <p>~do~</p> <p>~do~</p> <p>VC/Registrar/Principals/DoF/DoWPD/DoE/ HoD of Horticulture</p> <p>VC/Registrar/Principals/DoF/DoICT</p> <p>VC/Registrar/Principals/DoF/DoWPD/DoE/Dean of FoE</p>	<ul style="list-style-type: none"> • 80% of accrued maintenance undertaken yearly • At least one ultra-modern lecture theatre/laboratories/staff common room on each campus • One central Cafeteria on each campus • Landscape around 80% of buildings on each campus <ul style="list-style-type: none"> • Functional ICT infrastructure • Evidence of paperless transaction • One basic school for each campus
Provide adequate offices for all categories of staff.	<ul style="list-style-type: none"> • Construction of new office buildings on each campus 	2018-2023	VC/Registrar/Principals/DoF/DoWPD/DoE/	<ul style="list-style-type: none"> • Evidence of new office buildings on campuses

	<ul style="list-style-type: none"> • Allocation of appropriate office space to appropriate staff • Introduction of workstations 		Deans/HoDs	<ul style="list-style-type: none"> • Appropriate office space allocated to each staff • Evidence of workstations
Provide clear guidelines and create awareness for progression.	<ul style="list-style-type: none"> • Orientation for newly recruited staff • Orientation for staff on promotions • Provision of appropriate manuals • Regular in-service training • Establish a tracking system for promotion documents • Feedback on promotion documents 	2018-2023	VC/Registrar/ DoAPQA/Deans/ Head of HR/HoDs ~do~ ~do~ ~do~ VC/Registrar/ DoAPQA/DoICT/ Deans/ Head of HR/ HoDs/ Applicant	<ul style="list-style-type: none"> • Reports on Orientation organised twice in a year • Reports on Orientation organised once in a year • Evidence of Administrative Manual provided on appointment • Reports on In service training organised at least once a year • Evidence of MIS Tracking system in place on promotions • Evidence of feedback on status of the application within 3 months of submission to the Registrar
To promote wellness, and health and safety for all categories of staff.	<ul style="list-style-type: none"> • Establish functional university hospitals on all campuses • Undertake annual medical check-up for all staff 	2018-2023	VC/Registrar/DoF/ DoS/DoHS/ DoWPD/DoE ~do~ ~do~	<ul style="list-style-type: none"> • One hospital established on each campus • Annual report on medical check-up on staff from Directorate of Health Services

	<ul style="list-style-type: none"> Organise regular keep-fit sessions Provision of hazard signs in buildings Provision of health and safety equipment (first aid kits, fire extinguishers, laboratory showers, smoke detectors, etc) Training on use of first aid 		<p>~do~ ~do~</p> <p>~do~</p>	<ul style="list-style-type: none"> Annual report on keep fits sessions from Directorate of Sports Visible hazard signs in all buildings Health and safety equipment visible in all buildings Training Report on First Aid
Introduce a package of motivational incentives tied to performance and outstanding achievement for staff	<ul style="list-style-type: none"> Design incentive packages - awards, bonuses etc. 	2018-2019	VC/Registrar/DoF/ Principals/Deans/ HoDs	<ul style="list-style-type: none"> Personnel awarded at annual congregations Evidence of other incentive packages
Design and implement staff capacity building programmes for all categories of staff.	<ul style="list-style-type: none"> Conduct Annual individual needs assessment Validation of individual needs assessment by supervisors 	2018-2023	<p>VC/Registrar/ DoAPQA/Deans/ HoDs/ Heads of Sections/Units/ Individual Staff</p> <p>VC/Registrar/ DoAPQA/Deans/ HoDs/ Heads of Sections/Units ~do~</p>	<ul style="list-style-type: none"> Reports on annual needs assessment At least 85% of faculty in all Departments should have PhDs by 2023 Reports on conference/ seminars/ workshops attendance

	<ul style="list-style-type: none"> • Access to continuing professional development • Support for conferences/seminars/workshops • Transparency in scholarships awarding processes • Encourage the dissemination and exchange of best educational practices 		<p>Research And Conference Committee</p> <p>Scholarships Committee</p> <p>DoAPQA/DoUDSIR/DoIIRACS/Librarian</p>	<ul style="list-style-type: none"> • Annual reports on scholarships and grants for staff development • Proceedings of the UDS Annual Interdisciplinary Conferences/Harmattan School • Evidence of transparency in scholarship awards • Evidence of dissemination and exchange of best educational practices
Develop guidelines for recruiting staff.	<ul style="list-style-type: none"> • Maintain criteria for recruitment in accordance with the Unionised Scheme of Service for Junior and Senior Staff; and the UDS Statutes and Administrative Manual for Senior Members; NCTE Norms. • Ensure diversity in recruitment as an equal opportunity employer 	2018-2023	<p>VC/Registrar/HoDs/ Heads of Section/Units/ APB for Senior Members and APB for Junior and Senior Staff</p> <p>~do~</p>	<ul style="list-style-type: none"> • Reports on required Staff recruited • Evidence of diversity in staff recruited
Establish an electronic university-wide human resource database.	<ul style="list-style-type: none"> • Establish UDS email address system for staff 	2018-2023	<p>VC/Registrar/Head of HR/DoICT</p> <p>~do~</p>	<ul style="list-style-type: none"> • Correspondence with UDS email addresses

	<ul style="list-style-type: none"> • Link new staff to UDS-MIS • Build and operate a one-system documentation for workforce data in line with data Protection Act 843, 2012, in functional areas of employment, benefits, compensation, training and retirement. 		~do~	<ul style="list-style-type: none"> • Dedicated Server for HR data acquired and Installed • Staff profile accessible online
Develop framework for succession planning	<ul style="list-style-type: none"> • Implementation of the UDS mentoring policy • Establish periodic peer discourses by instituting a quarterly meeting on staff progression • Build capability among heads to be more active talent and knowledge managers. 	2018-2023	<p>VC/ Registrar/Head of HR and all other Heads and Supervisors</p> <p>~do~</p> <p>VC/Registrar/ DoAPQA/ Head of HR</p>	<ul style="list-style-type: none"> • Published mentors list • Evidence of joint publications with mentees • Reports of Quarterly meeting by departments to monitor development of colleagues • Reports on leadership trainings on talent and knowledge management
Develop periodic Needs Assessment for staff redeployment	<ul style="list-style-type: none"> • Conduct departmental/unit needs assessment • Redeploy staff • Train staff 	2018-2023	VC/Registrar/ DoAPQA/Head of HR/Principals/Deans/HoDs	<ul style="list-style-type: none"> • Biennial needs assessment report • Affected staff identified • Redeployed staff trained

5.0 PROCESSES OF IMPLEMENTATION, MONITORING AND EVALUATION

The lead persons for implementation of this Plan are those identified above in Table 1. It is expected that the VC will lead the process of implementation and may delegate to key players where necessary. This notwithstanding, Heads of relevant offices as indicated in Table 1 shall ensure that the plan is effectively implemented. It is therefore incumbent on Heads of Units/Sections/Departments, Deans of Schools/ Faculties and Directors of Directorates to study the plan thoroughly and to draw the attention of the VC to activities that are due for implementation. The Human Resource Unit will be responsible for periodically reviewing Monitoring and Evaluating the indicators and report appropriately to the VC.

6.0 SUSTAINABILITY OF THE PLAN

This Plan has taken cognisance of the key tenets of sustainability including diversity in workforce, ensuring equity and motivation for staff. The actors responsible for implementing the Plan must make the process as participatory as possible within the set time frame. The composition of the committee reflects the wide involvement and participation of various campuses, sections and units of the University including representatives of various labour unions. The inclusion of diverse constituents is relevant because it ensures ownership of the Plan; hence its sustainability.

7.0 CRITICAL ASSUMPTIONS:

The successful implementation of this Plan depends on the following:

- I. Government will continue to support the University financially.
- II. The University will continue to operate in a stable environment.
- III. There will be continuous cordial relationship with relevant stakeholders.
- IV. The UDS will remain one entity with campuses in Tamale and Nyankpala in the Northern region, Navrongo in the Upper East region and Wa in the Upper West region.

8.0 CONCLUSION

This Strategic Plan for Workforce Development is key to making UDS the State of the Art higher education provider where workforce operate at their full potential to produce quality graduates, demand driven research, and effective community engagement. The successful implementation of this plan will depend on the involvement and active participation of all stakeholders to ensure a sustainable, adaptive and responsive workforce.

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