

APPENDIX XII

Dar es Salaam Institute of Technology



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STAFF INDUSTRIAL ATTACHMENT GUIDELINES DRAFT

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Preamble

DIT is committed to provide a learning environment that promotes a passion for excellence in professionalism and enduring knowledge which stimulates creativity and innovation consistent with the country and regional realities. We are fostering a “Teaching Factory” concept under competence based education and training approach. The Institute is fast establishing itself as the ideal tertiary institution for the holistic students’ development. We are focused on nurturing the growth of academic excellence and instilling the importance of scientific, engineering skills and entrepreneurship.

List Of Abbreviations

DIT	Dar esSaalaam Institute of Technology
DPAF	Deputy Principal Administration and Finance
DPARC	Deputy Principal Academic Research and Consultancy
DTC	Dar es Salaam Technical College
HoD	Head of the Department
ILCG	Industrial Liaison and Career Guidance
IPT	Industrial Practical Training
NACTE	National Council for Technical Education
PRO	Public Relation Officer
URT	United Republic of Tanzania
SDC	Staff Development Committee

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1. Introduction

1.1 Background

Dar es Salaam Institute of Technology (DIT) which was established by an Act of Parliament No. 6 of 1997 as a higher learning technical training institution in Tanzania is now committed to expand and consolidate its services. This comes forth as a result of both increased demands of highly skilled manpower in technical education and the call by the President of the 5th phase Government of the United Republic of Tanzania (URT), His Excellence, Dr. John Pombe Joseph Magufuli, to spearhead the realization of industry economy by 2025, as spelt out in his inaugural speech to the Parliament of Tanzania on 20th November, 2015, as well as in the National Five Year Development Plan- 2016/17-2020/21- with the theme “Nurturing Industrialization for Economic Transformation and Human Development”. Furthermore, the DIT intends to respond to market demand of ready-made engineers, technologists, technicians and artisans. In order to respond to the labour market which requires practical technicians and engineers, DIT has revolutionized the training methodology by adopting a teaching factory approach whereby technical training is interactively linked to a real life factory business.

Teaching factory approach aims at aligning manufacturing, teaching and training to the needs of modern industrial practice. Future engineers, technologists and technicians need to be educated with new curricula in order to cope with increasing industrial requirements of the factories of the future. In order to achieve this goal, staff members (both academic and administrative) must be “competent” not only in the pedagogical aspect for effective delivery of modules or in the technical aspect based on the discipline or area to be taught or supported, but also the need of industrial experience for practical skills upgrading specific to industry practice and procedures. Pedagogical competencies and technical competencies can be improved through experience and in-service courses and training in the form of conference, seminar, workshop, short courses or symposium. Meanwhile,

the only way to gain industrial experience is through industrial attachment programme.

The teaching factory paradigm comprises the relevant educational approach and efficient interaction between industry and academia. The teaching factory approach aims at a two-way skills transfer between academia and industry using relevant emerging technologies. The proposed teaching methodology has, therefore, three components: training centre, teaching factory and incubator, which compliment to each other.

1.2 The Rationale for Staff Industrial Attachment

DIT staff members are responsible in the effective implementation of the teaching factory concept and learning process in their respective disciplines. Through real working exposure in industries or related organization, DIT staff could learn the latest technology and at the same time gain knowledge in other areas such as management, innovation, quality control circle, marketing, sales strategy, best practice and interpersonal skill in industries. These new experiences could be translated into teaching strategies that will benefit the students. Thus, the work based learning is important in providing opportunity to academic staff to gain structured training and learning process at actual work place.

Other main responsibilities of staff include assessing the students, planning and developing curriculum, managing the course and providing the necessary support to students. They are also needed to assist in organizing events, competitions, exhibitions and industrial visits which aims at establishing closer ties with industry and relevant organizations. They are also required to perform research and presenting their research papers at the national and international level. Furthermore, they are ought to possess strong administrative and interpersonal skills. Thus, industrial attachment will broaden their knowledge and industrial experience that would help them in the implementation of the teaching factory approach. This will eventually enhance their personal and professional competencies so that

their responsibilities to the Institute could be carried out more efficiently and thus achieving the DIT mission.

1.3 Objective of Staff Industrial Attachment Guidelines

The main objective of staff industrial attachment guidelines is to provide procedures that guide the industrial attachment process.

2. Industrial Attachment Stages, Duration, Timing, Location and Financial Implication

2.1 Industrial Attachment Stages

The industrial attachment process is divided into three stages, namely; pre-industrial attachment, during industrial attachment and post-industrial attachment.

2.1.2 Pre- Industrial Attachment

Each staff member belongs to one of the department which is led by the head of department, supported by the management of the department. Each department, therefore, is responsible to identify the skills gaps in each section of the department. The department through departmental meeting should discuss the skills gaps and prioritize those needed in the department, and propose the name (s) of staff members to be attached to the industry as a way to address the skills gaps in the respective department. The process of identifying skills gaps and respective staff should be done before the commencement of the new academic year. This will provide for searching of a relevant company/ organization /Institution and apply for industrial attachment through the department of Industrial Liaison and Career Guidance (ILCG).

A member of staff proposed by the department through meeting needs to search for a suitable industry related to their respective field in collaboration

with the head of the respective department and the office of Industrial Liaison and Career Guidance. This is the initial task that requires individual efforts to communicate and liaise with the particular industry, and this would be very convenient to be done during study visits. However, a staff member should carefully select the company/ organization /Institution to be attached to in order to meet the requirements standards set by the department (liaise with respective professional boards). The identified company/ organization / Institution placement have to be approved by the respective department.

Once accepted, an individual staff should initiate the permission process which will require him/her to sign the terms and conditions of release from duties (Annex I). It is highly recommended that the respective staff should liaise with the respective professional boards to consider recognition of the attachment as a professional development programme for professional registration.

2.1.2 During Industrial Attachment.

During industrial attachment period, an individual staff member is expected to be exposed to various work areas such as technical, maintenance, operations, management etc. The attachment task schedule will depend on the conveniences of the company/ organization /Institution. Throughout the attachment, the staff member will be guided by the supervisor(s) assigned to him/ her by the company/ organization /Institution. The office of ILCG in collaboration with the respective department must ensure a close follow up on the progress of the staff member. Where necessary, a physical visit will be done in order to assess and monitor the progress of the staff.

2.1.3 Post-Industrial Attachment.

After completing the industrial attachment, the staff “MUST” prepare a report outlining the achievement during the attachment. The report shall be submitted to the head of respective department. As a part of deliverable, a staff should present evidence in terms of conference conducted, examination,

certificate of attendance, acknowledgement of professional bodies etc. s/her will be required to present his/her experience and share the knowledge gained to the DIT community through seminar, short courses or colloquium which will be organized by the respective department in collaboration with the ILCG office. In addition, the staff MUST write a letter of acknowledgement to the industry/company management and copy the head of the respective department for notification. The head of the respective department shall write a letter to the industry to request for a confidential report about the conduct of the staff member during the period of industrial attachment. The report shall be discussed by the management of the respective department, and any dispute shall be reported to the DIT management for further disciplinary measures.

2.2 Duration of Industrial Attachment

Skills development and upgrade is a continuous process in any active institution. In order for a staff member to have up-to-date practical skills he/she needs a considerable long time periodic exposure to the industry in order to learn and practice the new technologies. To achieve this, it is proposed that the duration of industrial attachment should be at least twelve (12) months implemented intermittently (in interval). Thus, once the staff has been granted the twelve(12) months permission to undergo industrial attachment, the implementation shall be in an interval of three (3) months of attachment in every year. This will provide opportunity for the staff member to continue providing services to the institute by practicing what he/she has gained in three months. The time to take the next three months shall be determined, considered, deliberated and approved by the respective department meeting.

2.3 Timing and schedule for Industrial Attachment

One of the challenges that we have as an institute is the low number of academic staff and supporting staff as stipulated in the DIT Rolling Strategic Plan 2017/2018 – 2021/2022. Thus, staff attachment to the industry should be carefully done to avoid affecting teaching activities. It

is, therefore, proposed that, all the industrial attachment for staff member shall be administered between end of July and the end of October, or any other period of long vacation in every year, unless there is a special case based on the industry schedule, such case, however, has to be discussed and approved by the respective department meeting where arrangements can be made to rescue the teaching activities while releasing a staff member. The proposed time schedule is recommended due to the fact that there will be no teaching activities as all the students will be attending their Industrial Practical Training (IPT). However, staff member who will be idle during long vacation and for the academic staff who will not be included in IPT supervision can be considered for industrial attachment.

2.4 Location of Industrial Attachment

Unless the company/ organization /Institution identified to provide the needed skills to our staff member is not in the locality (same town as the respective campus), the staff members are encouraged to consider sending their applications for attachment to companies/ organizations /Institutions that are located within their locality in order to reduce the costs associated with industrial attachment. This will also increase the number of staff members to be attached to industries since the administration costs will be reduced significantly.

2.5 Financial Implication of Industrial Attachment

Industrial attachment is a key to the success of a teaching factory approach. In the execution of industrial attachment programme, there will be some cost implication associated with staff attachment. Some costs may arise from the industry as a requirement to contribute for protective gears, administration costs and others (direct costs). Depending on the nature and location of the company/ organization /Institution, it is expected that there shall be some cost implication for staff attachments. If any, the company/ organization / Institution during the reply of the application letter shall be deemed to state; if not stated, the applicant shall seek for clarification. However, it should be clearly understood that industrial attachment is an integral part of staff

development programme covered in the staff development policy. Therefore, the payments to cover costs associated to industrial attachment will be as stipulated in the standing order and government guidelines and the DIT staff development policy. DIT is continuously forging the collaborations with industries that will assist in realizing the attachment of staff to industries. Thus the funds will be solicited within the scope of Memorandum of Understanding (MoU) with the companies. The sources of funds will be project based initiatives in which each department is urged to effectively participate in soliciting of funds through writing staff industrial attachment funding proposals. The payments to carter for industrial attachment costs may be different from one project to another since some of allowances depend on what is allowed in the project. However, in order to effectively administer the industrial attachment the management will set aside some funds in each year to support the administration of industrial attachments exercise, support the direct costs and the necessary industrial attachment that will be highly needed.

3. Industrial Attachment Process

3.1 Eligibility Criteria for Industrial Attachment

Industrial attachment forms an integral part of staff development programme and therefore it is compulsory for a staff to go for industrial attachment. That is, every member of staff is eligible for industrial attachment unless there is evidence that he/she has the necessary skills and experience needed in the respective department. However, the priority shall be given to junior staff member (fresh from schools) and those without/ with less industrial skills (applies to both academic and administrative staff). In addition, a staff member will be eligible for industrial attachment if he/she meets the following conditions:

- i. Be an employee of DIT on permanent terms and confirmed,
- ii. Has good performance based on OPRAS (scores????),
- iii. Recommended by the respective department meeting.

3.2 Approval Process

Once a member of staff has been accepted by the company/ organization / Institution for industrial attachment, he/she should write a letter to the head of department and attach all the necessary documents. The head of department shall scrutinize the submission and submit the same with recommendations to the chairperson of the Staff Development Committee (SDC). SDC is the committee mandated to handle all issues of staff development as stipulated in the staff development policy. The SDC will scrutinize the submission including identification of sources of funds for the exercise and advise the DPARC (if the staff member is academican) or DPAF (if a staff member is non-academic) for submission to the Principal. The DPARC/ DPAF will scrutinize the submission and advise the Principal on the priorities and available funding to administer the exercise.

3.3 Release Process

Once the office of the Principal approves the submission by the DPARC/ DPAF the office of human resources (HR) shall inform a member of staff in writing about the acceptance of his/ her request. The HR will guide a member of staff to administer the release documents including filling of terms and conditions of release from duties to undergo industrial attachment (ANNEX I).

3.4 Financial Support

The implementation to industrial attachment is project based initiative, therefore it is expected that the DIT will cover the administration costs. DIT management shall provide financial support on the direct costs if and only if the project does not cover these costs. In case there is a very high demand on certain skills and that there is no available project to support industrial attachment, then DIT shall provide support on both, direct costs as well as indirect costs.

3.5 Staff Conduct

A member of staff on industrial attachment is expected to:

- i. Conform to the company/ organization /Institution regulations including discipline, attendance and punctuality (special form to be filled);
- ii. Fulfill the supervisor/mentor's instruction related to training process and carrying out the industrial attachment project;
- iii. Take part in industrial attachment only with practical skills enhancement purpose in mind as to the ultimate instructions of the supervisor/mentor;
- iv. Put the best efforts to acquire extensive knowledge and skills in order to achieve the required standard of training;
- v. Keep good relations with all the staff of the company/ organization /Institution;
- vi. Promote the good name of Dar es Salaam Institute of Technology.

Any miss-conduct by a member of staff while attending industrial attachment will be subjected to disciplinary measures of the institute.

3.6 Reporting Framework

A member of staff upon reporting for industrial attachment is required to inform the DIT management in writing to have started industrial attachment stating the full address of the company/ organization /Institution. The letter should be signed by the immediate supervisor.

3.7 Confidential Report

The DIT management shall request from company/ organization /Institution a confidential report about the conduct of the staff during industrial attachment in order to track the progress.

3.8 Feedback to a Member of Staff

The DIT management will provide feedback in writing to a member of staff attached to the industry. A staff member may be awarded a warning letter (for miss-conduct) or awarded a letter of commendation (for good conduct and performance). This will help a member of staff take the necessary steps to correct the mistakes or working very hard to maintain his/ her professional conduct.

3.9 Roles

3.9.1 The Role of DIT Management

The role of DIT management is to provide financial support to a staff member eligible for industrial attachment. The DIT management shall also provide administration support in terms of monitoring and evaluation.

3.9.2 The Role of the Head of Department

The roles of the head of department include;

- Lead the department is identifying the skills gaps and prioritizing them,
- Identifying the reputable company/ organization /Institution that can address the skills gaps
- Scrutinize and recommend staff with good altitude and hardworking spirit.
- Provide support to the management in the administration of industrial attachment exercise in the department

4. Conclusion

Members of staff are responsible in the effective implementation of the teaching factory concept and learning process in their respective disciplines. Industrial attachment is an integral part of staff development programme.

Therefore, all other matters related to industrial attachment will be handled as per the standing order and government guidelines and as per staff development policy. This document provides just procedures and guidance for industrial attachment and does not intend to replace the government standing orders in any way.

**ANNEX1: Terms and conditions of release from duties to undergo
Industrial Attachment**

Dar es Salaam Institute of Technology

Prof./Dr./Mr./Mrs./Ms.....
Department of

**RE: TERMS AND CONDITIONS OF RELEASE FROM DUTIES
TO UNDERGO INDUSTRIAL ATTACHMENT**

I am pleased to inform you that on....., the Principal,
on behalf of the Academic Committee, approved the recommendation from
your department that you attend an Industrial Attachment.

The following are the terms and conditions of your release from duties:

1. Field/Specialization.....
2. Industry/Company.....
3. Location (Region, District).....
4. Tenure: (Week (s)/month(s)) commencing from..... to

Please note that, you will have to complete your industrial attachment within
this period (approved period) as there will be neither financial support nor
release from duties thereafter for any extended period beyond the approved
period. You will also be required to report back for duties immediately after
expiry of your approved period of industrial attachment. Failure to do so
will lead to automatic stoppage of your salary, pending your return and other
disciplinary measures.

5. You will continue to receive your full salary while on industrial
attachment.
6. Travel expenses to and from the industry/company you
are undertaking industrial attachment will be covered
by.....

-
7. Meals and accommodation:
 8. Industry/company costs (protective gears etc.
 9. Insurance:.....
 10. Incidental expenses:in Tanzanian shillings
will be paid to you as an off pocket allowance for meeting incidental
expenses.
 11. You will be required to submit your industrial attachment report to
your head of department upon successful completion of your industrial
attachment.
 12. You will not be entitled to locate leave during the period of your
industrial attachment.
 13. You shall not be allowed to terminate employment with the Institute
while on industrial attachment or immediately thereafter.
 14. Unless your duration of the attachment is less than one (1) year, upon
completion of your industrial attachment, you shall be bound to serve
the institute for at least three (3) years before you terminate or leave
to another employer. The bonding will be in a form of an agreement
between you and the Institute;the agreement shall form part of these
terms and conditions of industrial attachment.
 15. If you contravene or fail to comply with the bond, you shall be liable to
repay the employer all costs incurredduring your industrial attachment
including but not limited salary, any sums paid to you, the industry/
company or any sums paid by the way of allowance, other expenses and
transport.
 16. If you resign or choose to leave the Institute for any reason before
servingthe Institute for aperiod of at least three years, as stated herein,
you shall be liable to re-pay the Institute that portion of expenditure
which your period of service with the Institute after resuming duties
falls short.
 17. If you accept these terms and conditions, you will be required to do the
following:
 - a. Fillin your name, sign and date the duplicate copy of this letter,
 - b. Duly complete and sign the departure forms,
 - c. Duly complete and sign the agreement forms and

- d. Submit the duplicate copy of this letter, the departure forms and the Agreement forms to the Deputy Principal Academic Research and Consultancy.

The Dar es Salaam Institute of Technology wishes you every success in your Industrial Attachment Pursuits.

Yours sincerely,

.....

**Deputy Principal Academic,
Research and Consultancy**

Cc: The Head, Department of
The Head, Department of ILCG
Bursar
Personnel and Administrative Officer

I (Lecturer, Tutorial Assistant, Instructor, Technician etc.) at the Dar es Salaam Institute of Technology, do hereby accept the terms and conditions of Industrial Attachment as stipulated and/or referred to in this letter.

Signature: Date:
(Teaching Staff Member)

Signature: Date:
(Principal)

Signature: Date:
(Witness)