STAFF DEVELOPMENT PORTFOLIO 2012

Department of Human Resources
University of Pretoria

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UNIVERSITY OF PRETORIA
STAFF DEVELOPMENT PORTFOLIO

2012

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1. INTRODUCTION

The University's Strategic Plan emphasises education, training and development as a mainstream activity for growth and sustainability. To sustain high levels of growth and sustainability, the University recognises as important the availability of staff development opportunities to assist staff in their professional development and to improve the University's institutional efficiency and effectiveness.

2. AIM OF THE STAFF DEVELOPMENT PORTFOLIO

The aim of the Staff *Development Portfolio* is to provide a summary and guidelines on the various staff development opportunities (excluding conference[1] attendance) available to staff members at the University of Pretoria. The expected outcomes of this portfolio is to support the University's work environment with ample opportunities to encourage and empower employees to align their personal goals and achievements with those of the University.

3. PRINCIPAL'S MESSAGE

The University is committed to the following:

- Creating a culture of openness and inquiry – a place where all people will feel valued and able to grow and develop intellectually.

4. KEY TERMS

The following key terms used in this document require definition:

- **Performance and development management:** an approach to managing performance and development outcomes. This approach includes setting task objectives, reviewing performance against these objectives and acknowledging effective performance; as well as mobilising mechanisms for training and development support in order to enhance performance outcomes.
- **Line manager:** the appraiser, the person who evaluates a staff member's performance.
- **Staff member:** staff member appointed for 25 hours or more per week and for 12 or more consecutive months (includes joint appointees). This implies that there is a performance contract with the staff member.
- **Personal Development Plan (PDP):** the agreed-upon annual training and development objectives of the staff member on the computerised Performance and Development Management System (PDMS).
- **Training institutions or providers:** the institutions responsible for providing the training/skills/development programme.
- **Skills programme:** a structured programme (i.e. short course) that is standard-based and is registered on the National Qualifications Framework (NQF) by which the attendee will acquire a certain skill. The attendee will be formally assessed and receive a declaration of competency towards the achievement of a certain skill (against the applicable standard).
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[1] Reason: Conference funds for academic staff members are managed at faculty and individual level. Please obtain information in this regard from your respective line manager (academic head of department), Human Resources practitioner (Human Resources Business Partner) or chair of the faculty research committee. Conference funds for support staff is limited. Please acquire information in this regard from your particular head of department.

- **Development programme:** a structured intervention (short course or workshop) that is not standard-based and where the attendee might or might not be assessed. A conference is regarded as a development programme, however, skills funds cannot be utilized to fund conference attendance (for further information in this regard consult with your Human Resources Business Partner).
- **Formal education:** an undergraduate or postgraduate degree or diploma (120 credits or more) provided by a tertiary institution.
- **Funding:** the composite cost of the programme and includes any extraneous fees and charges such as those for travel, accommodation, registration, cancellation, issuing of certificates, charges for the use of equipment and materials, and deposits in respect of breakages with regards to attending skills/development programmes. Departments are required to first use departmental funds earmarked for travel before using skills funds reserved for the particular Human Resources Development Committee. **Take note**: for formal education however, funding refers to tuition fees.
- **UP In-house staff development programmes:** the preferential staff development programmes presented at the University for the different occupational categories of staff (free of charge). Some of these programmes are compulsory (i.e. orientation or academic induction).
- **Human Resources Development Committee (HRDC):** the representative management body in the faculty or support services department that approves funds (reserved annually from the University's skills development funds) for eligible staff members to attend programmes.

5. SKILLS DEVELOPMENT PORTFOLIO

5.1 Orientation and induction programmes for new staff members
New staff members are required to complete the following training programmes:

5.1.1 UP Orientation programme (1 day). The Department of Human Resources co-ordinates this programme. The programme is compulsory for all newly appointed academic and support staff members. The orientation programme is aimed at providing general information about the University. The content of the orientation programme is developed and presented in collaboration with various support services departments of the University. For more information about the orientation programme, please contact Dr Louw Botha at tel: 420 4038.

5.1.2 Education induction programme (5 days). The Department of Education Innovation presents this programme exclusively for academic staff members. The aim of the programme is to introduce participants to the theory and skills related to the teaching responsibilities of lecturers in higher education, specifically, at the University of Pretoria. The programme is compulsory for academic staff members appointed from 1 January 2003 (Executive decision). More information can be obtained from Ms Marena Lotriet at tel: 420 4748.

5.2   UP In-house staff development programmes

UP's In-house staff development programmes have been developed to support the University's core strategic initiatives. These programmes are presented by internal and/or external facilitators and are available to UP staff members (see definition) free of charge.

The UP 2012 staff development schedule is available via the following link:
http://www.up.ac.za/intra/web/en/services/learning_and_development/training/

In terms of the provisions of the Human Resource Development Policy of the University, however, the department is held accountable for the payment of course costs should members of the department not attend a course for which they have been registered.

Staff in a particular occupational category may, in the interests of their self-development, attend programmes prescribed for other occupational categories. However, approval must be sought by the particular line manager and programme facilitator via UP's Learning and Development Specialist, Dr Louw Botha (Tel. 420 4038).   Approval for staff members to attend programmes is vested in the staff members' line manager. Staff members are kindly requested to register for attending these courses via the electronic Performance and Development Management System. More information can be obtained from Miss Natesha Rumdanee (tel. 420 4032).

5.3   Financial assistance to attend development programmes provided by external providers

If a need for **skills or development programmes** (formal education requests discussed in section 5.5) cannot be addressed internally (In-house programmes), staff members may apply for financial assistance to attend programmes provided by external training providers. Since such development needs hold financial implications for the University, these applications (**up to R15 000 per individual)** must be submitted to the HRDC of the relevant faculty or support services department for the approval of financial assistance. Since funding is required to attend programmes hosted by Continuing Education at UP (CE at UP), such applications are submitted to the relevant HRDC. UP members of staff, however, receive a 10% discount to attend the public programmes hosted by CE at UP.

Applications above R15 000 per individual, must be submitted to the Department of Human Resources (Talent Management) via the HRDC. Such applications must indicate the HRDCs recommendation and financial contribution.

Approvals for funding skills- and/or development programmes are subject to the following:

5.3.1   the funding application is submitted on the application form generated via the computerised Performance and Development Management System (PDMS).
5.3.2   the line manager has justified the need for the envisaged intervention on the PDMS.
5.3.3   the quotation for the intended intervention has been attached to the application form.

5.3.4   the agreement between the University and the applicant (attached to the application form generated via the PDMS) has been signed by the applicant.

5.3.5   with regards to the skills- and/or development needs of support staff members, the outcome of the intended intervention that addresses the applicant's immediate job requirement or those needs prescribed by a professional body/council, should be viewed as priority needs for approval. Thereafter, when funds are available (expenditure explained in paragraphs 1.5.3 and 1.5.4) career development needs [competencies required within the career path- higher position or a different task (yet in his/her career path) from what the applicant is currently responsible for] could be considered for approval.

5.3.6   With regards to the skills- and/or development needs of academic staff members, programmes aimed at enhancing his/her education facilitation, research/publication, community service management, and administrative skills as well as skills- or development programmes prescribed by a professional body/council (when it is an inherent job requirement of the lecturer) should be viewed as priority needs for approval. Thereafter, when funds are available (expenditure explained in paragraphs 1.5.3 and 1.5.4) career development needs (competencies required within the career path- higher academic position or an additional responsibility to his/her academic responsibility) could be considered for approval.

5.3.7   The intended skills- and/or development programme is not available as a UP priority programme.

Kindly note: The above criteria and process that applies for the funding of staff development needs is outlined in policy: CRITERIA FOR THE APPROVAL OF FUNDING REQUESTS BY HUMAN RESOURCES DEVELOPMENT COMMITTEES (HRDCs).   This policy is available on the website of the Department of Human Resources under the link- LEARNING AND DEVELOPMENT (Policies).

Lastly, **skills- and/or development** needs should be managed via the Performance- and Development Management system (PDMS). When funds are required to attend an external skills programme, a staff member's development needs should be justified by line managers and submitted to the HRDC of the particular faculty or support division. The application form for funding external training programmes will be populated via the PDMS, once the necessary details have been entered on the system.

5.4   Adult Basic Education and Training

Adult Basic Education and Training (ABET) is one of the University's skills development priorities. This programme is managed by the Skills Development Facilitator (SDF) of the University, Mr Basiami Disipi at tel. (012) 420 4079.

The ABET programme affords staff members the opportunity to master reading, writing and numeracy skills. Learners are assessed and certificated by the Independent Examination Board after they have successfully completed a national examination. This programme is restricted to staff members at post levels 13 to 17. Staff members within this post levels may apply for funds to enrol for ABET levels at external training providers. The motivation for funding can be sent to the SDF.

5.5 Study at the University of Pretoria or at another Higher Education Institution

Staff members qualify in accordance with University policy (fringe benefit policy) to pay a marginal levy (grant determined annually per appointment status, i.e. permanent full time, permanent part time etc.) in respect of tuition fees at the University of Pretoria. Payment of a marginal levy is only applicable to studies forming part of the curriculum of a formal qualification (degree or diploma) offered at the University. Details regarding the various formal programmes and subject courses, as well as the admission requirements, can be obtained from the Client Service Centre or the Academic Administration Section of the Faculty concerned. In addition to completing the programme registration form at Client Service Centre or the relevant Academic Section staff members are compelled to complete the application form for the reduced tuition fees. The application form is available at the Client Service Centre. The completed application should be forwarded to the HR Business partner who will then facilitate the process thereafter.

The Gordon Institute of Business Science (GIBS) is a separate independent legal entity and an application to study a degree programme offered by GIBS is regarded as studies at another institution. A special dispensation for UP staff members applies for formal study programmes at GIBS (for financial assistance regarding short courses at GIBS, section 5.3). Information in this regard is available at the Department of Human Resources from Dr Louw Botha at tel: 420 4038 or the Department of Finance, Mr Ayanda Simelane at tel: 420 4646.

In highly exceptional cases, a study grant would be considered for full time staff members to study (formal education) at another tertiary institution. Approvals for funding formal education programmes are subject to the following:

5.5.1　the funding application is submitted on the application form generated via the computerised Performance and Development Management System (PDMS).

5.5.2　the line manager has justified the need for the envisaged intervention on the PDMS.

5.5.3　the quotation for the intended intervention has been attached to the application form.

5.5.4　the agreement between the University and the applicant (attached to the application form generated via the PDMS) has been signed by the applicant

5.5.5　with regards to formal education needs of support staff members, it is for the applicant not at all possible (in view of operational requirements) to undertake the formal study programme at UP. The line manager's motivation supports the applicant's envisaged programme. The outcome of the aspired-for qualification addresses the applicant's immediate job requirement will be viewed as priority needs for approval. Thereafter, when funds are available career development needs (competencies required within the career path- often set as recommended qualification requirements in job descriptions) would be considered.

5.5.6　with with regards to formal education needs of academic staff members, the aspired-for qualification that addresses the applicant's immediate job requirement will be viewed as priority needs for approval. In such terms, the aspired-for qualification is not the field of specialisation within the

University of Pretoria and could best be acquired at another institution of Higher Education. Furthermore, the line manager of the applicant will have to motivate that the option of buying in a study leader from another higher education institution has failed. Thereafter, when funds are available (expenditure explained in paragraphs 1.5.3 and 1.5.4 of the funding regulation) career development needs (competencies required within the career path- higher academic position) could be considered for approval.

The criteria and process that applies for the funding of such development needs are outlined in policy: CRITERIA FOR THE APPROVAL OF FUNDING REQUESTS BY HUMAN RESOURCES DEVELOPMENT COMMITTEES (HRDCs), available on the website of the Department of Human Resources under the link- LEARNING AND DEVELOPMENT (Policies). For more information, please contact Dr Louw Botha at tel: 420 4038.

5.6   UP In-house computer training

Computer training is presented by the Information Technology Department, Computer Support Division. A budget (computer training) for the attendance of these courses is available in faculties and support services departments. If this budget has been exhausted, staff members may apply for funds from the HRDC (refer §5.3). Staff members are requested to apply for attendance of these courses via the Performance Management and Development System. More information can be obtained from Mrs Elize Nagel at tel: 420 3633.

5.7   Mentoring and coaching

A tradition of mentoring exists in the academic domain, supported by faculty structures and funds (specifically at UP, with inputs from the Department of Education Innovation). It is enabled by the fact that there is a clear career path from Junior Lecturer to Professor with common generic competencies and outputs that grow in complexity with increasing seniority. Mentoring therefore, tends to take place naturally within the academic career. In contrast, a tradition of mentoring does not exist in the support domain, rather coaching. In an attempt to provide a formal goal setting and tracking structure for coaching activities (activities that also takes place within mentoring) a coaching facility is available on the UP Performance and Development Management System.

5.8   Management development

A UP-specific Management Development programme (UP-MDP) was implemented during 2011. The programme focuses on developing management skills and competencies of line managers required in support of UP's vision, mission and strategy in context of the higher education environment. The programme, currently in its pilot phase, consists of 20 topics scheduled to take place on the main campus in four two-day block sessions. Once, fully implemented (envisaged June 2012) more information will be made available to line management. In addition to the UP-MDP a budget amount (determined annually) is made available specifically for management development of senior line managers. Funds are also made available for management development of females in senior management at UP. For example,

annually UP sponsor nominated females in senior management positions to attend the HERS-SA programme. The objective of the HERS-SA programame is to offer high impact workshops in the areas of leadership, change and dealing effectively with institutional diversity within a higher education context.

For more information, please contact Dr Louw Botha at tel: 420 4038.

6. WHO IS INVOLVED IN DETERMINING STAFF DEVELOPMENT NEEDS

Staff development needs are not determined in isolation, but as an outcome of interdependent structures and relationships. Therefore, the most suitable time for determining learning needs would be in the course of the University's formal performance review procedure or informally during execution of tasks. The following will participate in determining needs:

6.1 The staff member
The different staff development strategies are available to staff members appointed for 25 hours or more per week and for 12 or more consecutive months (includes joint appointees).

6.2 The line manager
In the context of the University's performance- and development management system, each staff member's outcomes will be reviewed annually in a meeting with his or her line manager.

If staff members report to more than one line manager, comments from both line managers are taken into account.

6.3 The union or staff association member
Staff members may seek advice about staff development planning from their union or staff association representative.

6.4 Human Resources Development Committee
Where funds are required for eligible staff members to attend a staff development initiative, applications will be made to the Human Resources Development Committee (HRDC) of the faculty or support services department via the performance- and development management system.

7. UNSUCCESSFUL COMPLETION OF DEVELOPMENT PROGRAMMES

When staff members complete courses/programmes unsuccessfully, do not attend a registered programme without prior notification or display misconduct when attending a course, it is the responsibility of line management to determine the merits of the matter. Line management is responsible for entering into discussions with the staff member concerned and the presenters of the course/programme in order to obtain relevant information in this regard. Line management is responsible to investigate, report and recommend to the HRDC with regard to the unsuccessful completion of learning opportunities, whether the staff member is –

1.   eligible for further or no further financial support; and/or
2.   responsible for the repayment of the financial support; and/or
3.   required to amend his/her study leave to vacation leave; and/or
4.   absolved from the recovery of the financial support.

The decision of the HRDC regarding the accountability of the staff member will be forwarded to the line manager after the case has been presented to the HRDC by the respective Human Resources Business Partner. The said staff member could appeal with reason to the HRDC to review the decision within three days.
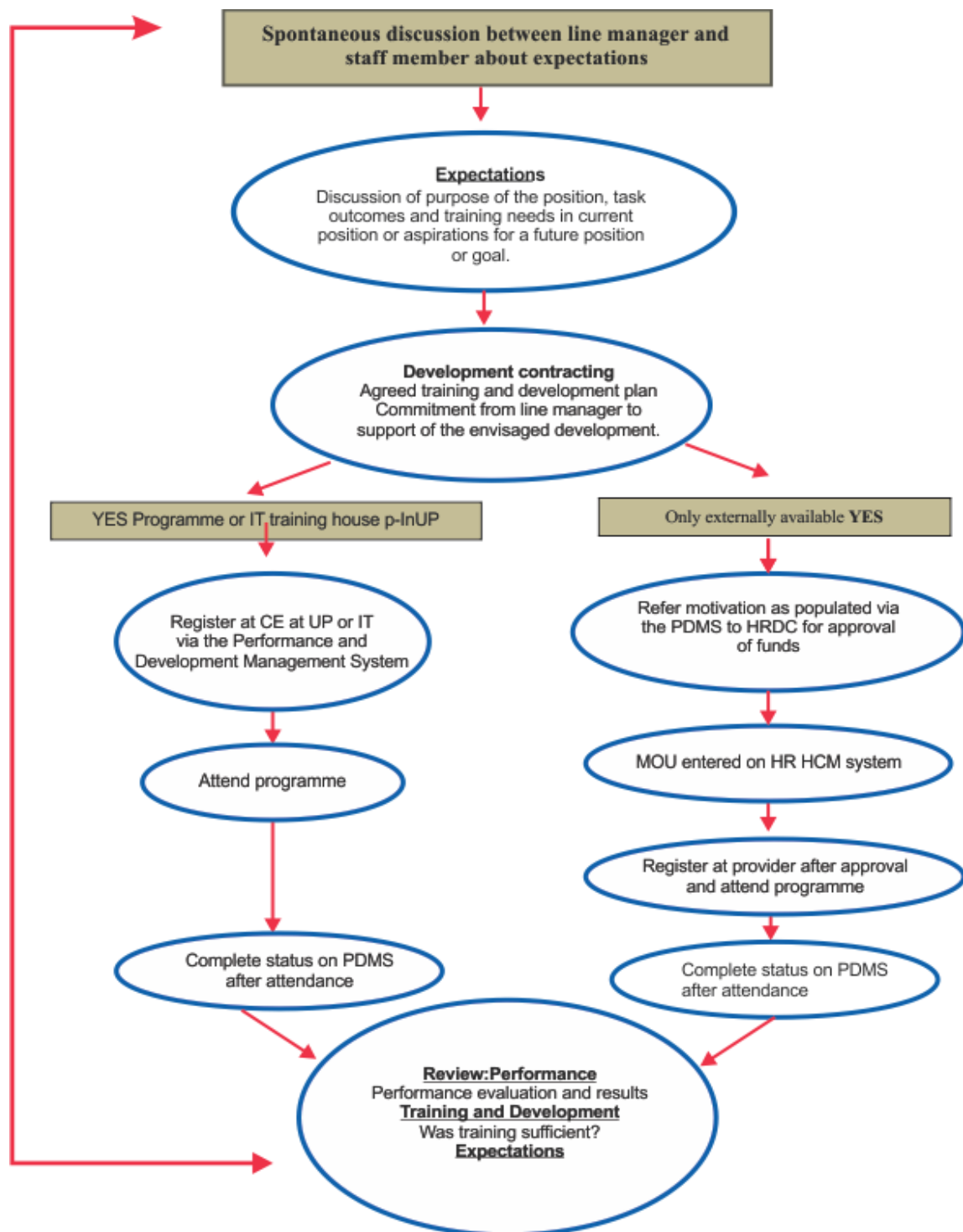
8.   STAFF DEVELOPMENT NEEDS ASSESSMENT

The procedure for determining a staff member's training and development needs varies according to the outcomes that the individual or department aspires to or should achieve. Generally the procedure starts with a formal meeting between the staff member and the line manager, at which the development need(s) is/are raised or discussed. In most cases the outcomes of this meeting will include a description of mutual expectations and a personal development plan for the review period, normally one year.

The cyclic process of determining individual training and development needs is illustrated in diagram 8.1. The process flow chart with regards to the application and approval of funding requests is illustrated in diagram 8.2.
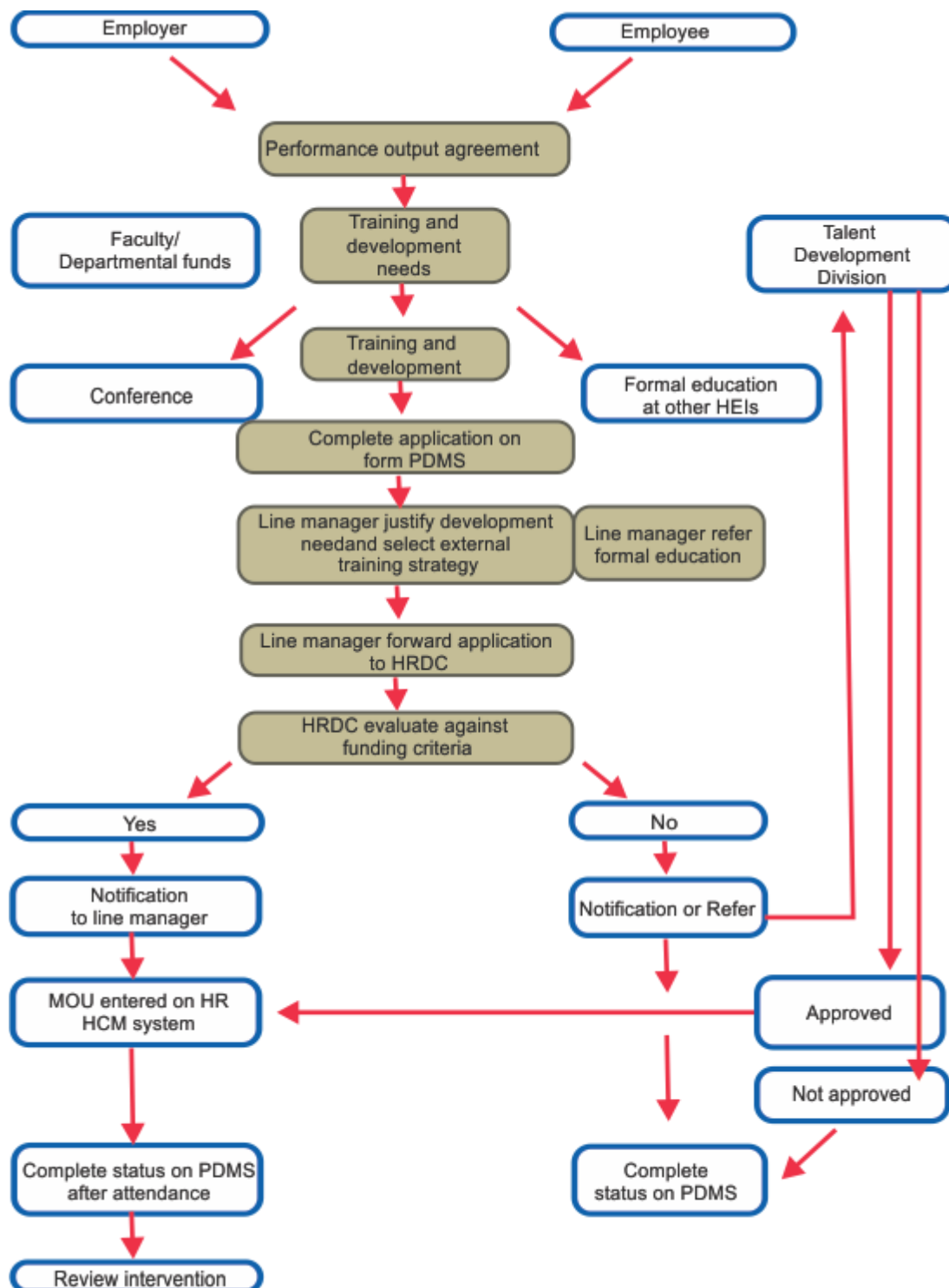
8.1 The cyclic process of managing individual development needs

Spontaneous discussion between line manager and staff member about expectations

Expectations
Discussion of purpose of the position, task outcomes and training needs in current position or aspirations for a future position or goal.

Development contracting
Agreed training and development plan Commitment from line manager to support of the envisaged development.

YES Programme or IT training house p-InUP

Only externally available **YES**

Register at CE at UP or IT via the Performance and Development Management System

Refer motivation as populated via the PDMS to HRDC for approval of funds

Attend programme

MOU entered on HR HCM system

Register at provider after approval and attend programme

Complete status on PDMS after attendance

Complete status on PDMS after attendance

Review:Performance
Performance evaluation and results
Training and Development
Was training sufficient?
Expectations

8.2 Process flow chart: Application and approval of funding

9   CONFIDENTIALITY

The identification and assessment of individual training and development needs takes place between the staff member and his/her line manager. Either the staff member or the line manager can initiate the process of needs identification but this must involve an open and forward-looking confidential dialogue between both of them.

The outcome of the discussion must be a Personal Development Plan that sets out the agreed-upon education, training and development needs and the expected time frame.

10   HOW TO CONDUCT THE TRAINING AND DEVELOPMENT NEEDS DISCUSSION

10.1   Preparation

Determining training or development needs depends on a positive work relationship between line managers and staff. This relationship is enhanced by the spontaneous communication between the staff member and the line manager, which eventually will become an integral part of the performance management process. Therefore, one of the priority outcomes of these discussions will be the compiling of a Personal Development Plan (this will not only include the staff member's present position, but also take into consideration his/her future personal development and career aspirations).

10.2   Conducting the discussion
In preparing for the discussion, the staff member will forward the documentation of and the motivation for the aspired training or development to the line manager for discussion later (or a qualitative description of the need could be entered on the computerised Performance and Development Management System – abbreviated PDMS).

The basis of the discussion should be to justify the need and to determine which of the following strategies of development the staff member's needs falls:

10.2.1 In-house programmes of the University, which appear in the University's In-house programmes catalogue. The different programmes and event dates are available on the Performance and Development Catalogue to which access can be gained on the CE at UP web page; or internal IT programmes, which appears in the Department of Information Technology's catalogue of computer training programmes. The different IT programmes and event dates are available on the Department's web page or via the Performance and Development Management System. The line manager may approve attendance of such courses, after which registration is done via the intranet. Please note: if the relevant department does not have funds available for internal computer training, the application is addressed to the HRDC for funding.

10.2.2 External task-specific development that falls into the category of training needs which are not currently met by the University's in-house programmes. Application for funding these needs are automatically generated within the computerised Performance and Development Management System (NB: if the course entails a cost implication, the application should accordingly be made to the HRDC –application form automatically generated via the PDMS).

10.2.3 IT programmes which appear in the computer training programmes of the Department of Information Technology. The different IT programmes and event dates are available on the Performance and Development Management System.

10.2.4 Formal study at UP, the application form is available on the Performance and Development Management System (see Personal Development Plan).
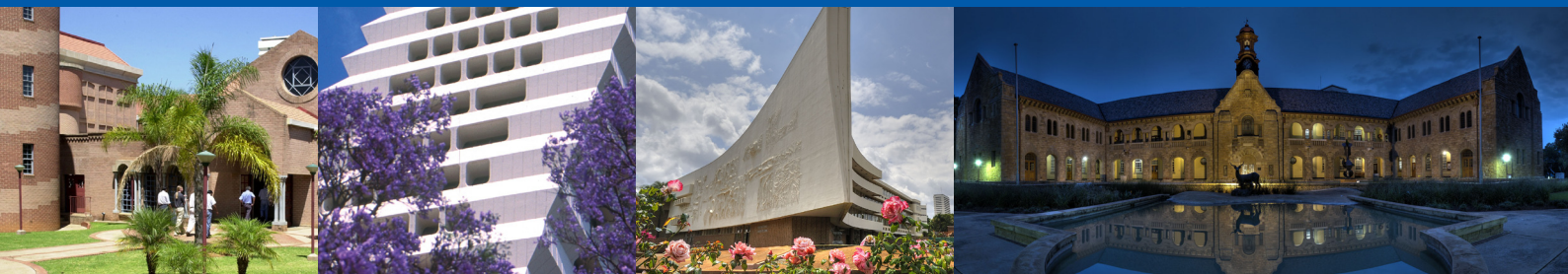
11   CONTRACTING

The development objectives emanating from the above discussions must be integrated into the staff member's current performance management agreement. Training and development objectives (priorities) will in this way be captured in the Personal Development Plan as an integral part of performance and development management. The funding application signed by the individual (after approval of financial support by the HRDC) serves as the binding agreement (specifying the agreement period) between the University and the individual. If the individual should resign before the binding agreement has expired, he/she will be liable to re-in burse the University (pro-rate basis).

After completing the approved development programme, the learner is required to forward a detail report to his/her line manager as well as give a brief evaluation of the programme on the Performance and Development Management System. The detailed report should also be forwarded to the chair of the HRDC.

Dr Louw Botha
SPECIALISTS SERVICES: TALENT MANAGEMENT
13 January 2012