

Human Resources Development Policy Regulation on the funding of employee education, training and development needs.

The Human Resources Development Policy (Rt 501/09) outlines the mandate and responsibilities of staff development. UP's Staff *Development Portfolio* provides a summary and guidelines on the various staff development opportunities (excluding conference attendance) available to staff members at the University of Pretoria.

This document outlines the process and criteria for funding individual staff member's education, training and development needs.

**UNIVERSITY OF PRETORIA
DEPARTMENT OF HUMAN RESOURCES**

**CRITERIA FOR THE APPROVAL OF FUNDING REQUESTS BY HUMAN RESOURCES
DEVELOPMENT COMMITTEES (HRDCs) 2011**

1.1 INSTITUTION OF HRDCs

The Human Resources Development Policy (Rt 501/09, par 4.4.1) provides for the establishment of one Human Resources Development Committee (HRDC) for each faculty or support services department, to consult and decide on the funding of identified skills- and/or development programmes for UP staff members. A budgeted amount is reserved for the HRDCs, which amount stems from the University's skills development rebate (Rt 131/02) and is made available for utilisation during a calendar year from 1 January to 31 December.

1.2 RESPONSIBILITY OF HRDCs

The HRDC is responsible for the following:

- 1.2.1 Approve or disapprove the funding of staff members' skills- and/or development programme application(s).
- 1.2.2 Referring skills- and/or development programme needs that exceed R15 000 per application or formal education needs with recommendation to the Learning and Development Unit (L&D).
- 1.2.3 Determining the HRDC constituency-specific collective skills- and/or development needs so as to either utilise the reserved funds for this purpose or to request the TM Unit to consider developing a priority programme to meet these needs.
- 1.2.4 Keeping minutes of the decisions taken at meetings and reporting to the TM Unit on the initiatives taken as required.
- 1.2.5 Referring applications to the TM Unit for consideration when reserved HRDC funds are depleted (See paragraph 1.5.4).

1.3 DEFINITIONS

- 1.3.1 **Eligible 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.
- 1.3.2 **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).
- 1.3.3 **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).

- 1.3.4 **Formal education:** an undergraduate or postgraduate degree or diploma (120 credits or more) provided by a tertiary institution.
- 1.3.5 **Funding:** all extraneous costs and charges such as those for travel, accommodation and the purchase of course/workshop material. For formal education however, funding refers to tuition fees.

1.4 FUNDING CRITERIA

Approval for funding skills- and/or development programmes (up to R15 000 per individual) is subject to the following:

- 1.4.1 the funding application is submitted on the application form generated via the computerised Performance and Development Management System (PDMS).
- 1.4.2 the line manager has justified the need for the envisaged intervention.
- 1.4.3 the quotation for the intended intervention has been attached to the application form.
- 1.4.4 the agreement between the University and the applicant (attached to the application form generated via the PDMS) has been signed by the applicant.
- 1.4.5 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.
- 1.4.6 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.
- 1.4.7 The intended skills- and/or development programme is not available as a UP priority programme.

1.5 PROCESS

- 1.5.1 The HRDC checks whether all the necessary documents (outlined in paragraph 1.4.1 to 1.4.4) have been submitted and decides whether the application meets the funding criteria mentioned above. In situations where the request is to fund formal education programme(s), these applications should be referred to the TM Unit. The management process and criteria for the evaluation of such applications is outlined in attachment 1.
- 1.5.2 Scores are allocated to applications which meet the funding criteria, as a means of prioritising the expenditure of reserved HRDC funds, as follows:

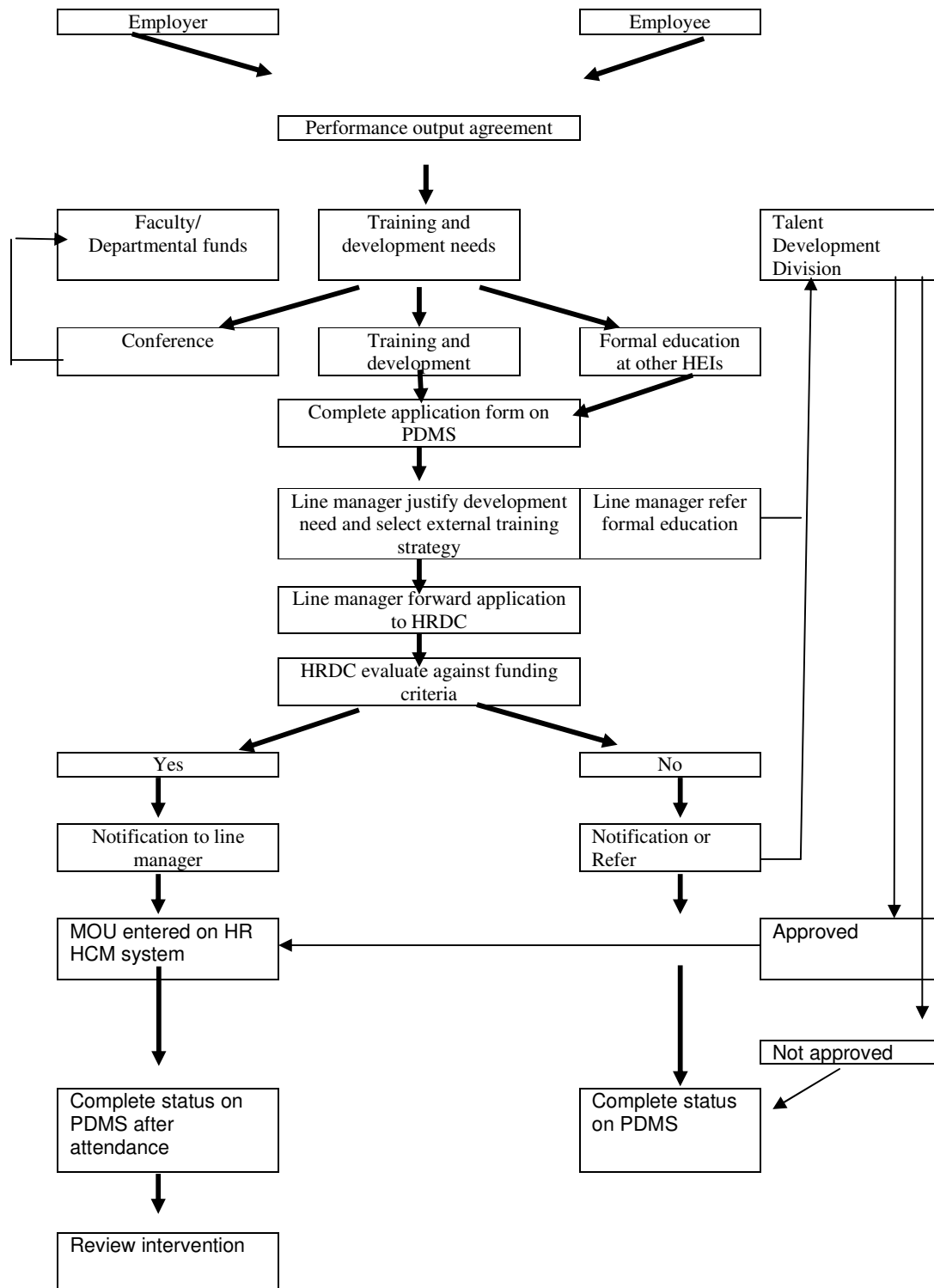
Framework for ranking applications which meet the funding criteria		
Category	Score	Description
Statutory	3	Skills Development enforced by law or prescribed by a professional body/council, e.g. continuous professional development programmes, if it is an inherent job requirement.
Job-specific skills	2	Inherent requirement to perform his/her immediate task.
Career development	1	Development towards a possible future position that would be consistent with the staff member's career path.
Strategic new	1	New or additional output (task/s) assigned to an employee, which is of strategic value to the University.
Employment Equity candidates	3	Skills Development and Employment Equity legislation defines designated groups as blacks, women and people with disabilities.

Note: Each application should be evaluated according to all of the above descriptions. In cases where the description does not apply, a score of 0 is given. The score total is then calculated and entered on the application form.

- 1.5.3 Attach the cost implication to each application in the order it has been ranked, and then approve it against the available reserved HRDC funds. In situations where the skills- and/or development application exceeds R15 000 but is considered an important development initiative, it should be forwarded to the L&D Unit (with recommendation). The management process and criteria for the evaluation of such applications is outlined in attachment 2.
- 1.5.4 To ensure that HRDC funds are evenly employed throughout the year, 50% of the reserved funds can be utilised by April and 100% by September. Any unspent HRDC funds are transferred annually on 1 January to the UP Skills Development Fund to *inter alias* cover the cost of UP priority programmes.
- 1.5.5 Official notification of the decision (giving reasons) taken by the HRDC will be forwarded to the line manager and applicant by the HRDC chair or a nominated HRDC member.

The approval and funding of development programmes as outlined in paragraphs 1.5.1 to 1.5.5 are depicted in the flow chart below.

Process flow chart: Application and approval of funding requests



CRITERIA FOR THE APPROVAL OF FUNDS FOR FORMAL EDUCATION PROGRAMMES PROVIDED AT OTHER TERTIARY INSTITUTIONS

1. CRITERIA

Approval for funding formal education needs at another tertiary institution is subject to the following:

- 1.1 the funding application is submitted on the application form generated via the computerised Performance and Development Management System (PDMS).
- 1.2 the line manager has justified the need for the envisaged intervention on the PDMS.
- 1.3 the quotation for the intended intervention has been attached to the application form.
- 1.4 the agreement between the University and the applicant (attached to the application form generated via the PDMS) has been signed by the applicant.
- 1.5 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.
- 1.6 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.

2. PROCESS

- 2.1 The application is submitted on the application form generated via the computerised Performance and Development Management System. The application is submitted before 15 December (first semester registration) and 15 July (second semester registration).
- 2.2 The application (with job description attached) is forwarded to the Department of Human Resources (Learning and Development Specialist).
- 2.3 The Learning and Development unit convenes a meeting consisting of the Skills Development Facilitator, senior staff members of the following divisions: Organisational Development, Learning and Development and Fringe Benefits and a minimum of one member of faculty.
- 2.4 The applicant and his/her line manager would be informed about the decision taken. If approved:

- 2.4.1 the staff member would be entitled to take leave for examinations in accordance with the University's leave policy.
- 2.4.2 the staff member would be obliged to sign a one to three year agreement (pending on the funding amount) with the University; and
- 2.4.3 the staff member would be obliged to submit an annual progress report before 21 December to the particular Human Resources Development Committee and the Learning and Development Unit.

3. FUNDING

- 3.1 Funding is provided from a training and development budget which is additional to the annual Skills Development budget.
- 3.2 If the application meets the criteria and complies with the above process. The approval of funds would be restricted to the following amount:
 - 3.2.1 Master and doctor degrees: The tuition fees (invoiced amount) to a maximum of R39 000 spread over four years.
 - 3.2.2 Honors degrees or post graduate diplomas: The tuition fees (invoiced amount) to a maximum of R11 500 spread over 2 years.
 - 3.2.3 Under graduate degrees or diplomas: The tuition fees (invoiced amount) to a maximum of R23 000 spread over 4 years.
- 3.3 the applicant cannot receive more than the invoiced amount even if it's less than the capped amount (refer paragraph 3.2.1 to 3.2.3).

CRITERIA FOR THE APPROVAL OF FUNDS FOR SKILLS- OR DEVELOPMENT PROGRAMMES ABOVE R 15 000

1. CRITERIA

Approval for funding skills- or development programmes above R 15 000 is subject to the following:

- 1.1 the application for funding a development programme (with output agreement attached) is submitted on the application form generated via the computerised Performance and Development Management System (PDMS).
- 1.2 the line manager and Human Resources Development Committee (HRDC) have justified the envisaged programme on the application form and in addition given reasons why this particular programme would be beneficial to the individual/department.
- 1.3 the quotation for the intended intervention has been attached to the application form.
- 1.4 the agreement between the University and the applicant (attached to the application form generated via the PDMS) has been signed by the applicant.
- 1.5 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, would be viewed as priority needs for approval. Thereafter, when funds are available 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.
- 1.6 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) would be viewed as priority needs for approval. 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 or an additional responsibility to his/her academic responsibility could be considered for approval.
- 1.7 The intended skills- and/or development programme is not available as a UP priority programme.

2. PROCESS

- 2.1 The application is forwarded via the particular Human Resources Development Committee (HRDC) to the Department of Human Resources (Learning and Development Unit). The HRDC's recommendation must be stated on the application.
- 2.2 The Learning and Development Unit convenes a meeting consisting of the Skills Development Facilitator, three senior staff members from the Department of Human Resources and one member of faculty.
- 2.3 The applicant and his/her line manager would be informed about the decision taken. If approved:
 - 2.3.1 the staff member would be obliged to sign a one to three year agreement (pending on the funding amount) with the University; and

- 2.3.2 the staff member would be obliged to submit an report after completion of the skills- or development programme to the particular Human Resources Development Committee and complete the status report on the PDMS.

2. FUNDING

Funding is provided from a training and development budget which is additional to the annual Skills Development budget.

Policy: January 2008 as amended 22 September 2011