



University of Fort Hare
Together in Excellence

UNIVERSITY OF FORT HARE POLICIES AND PROCEDURES

HUMAN RESOURCE DEVELOPMENT POLICY

TABLE OF CONTENTS

#	CONTENTS	PAGE
1.	Preamble	3
2.	Human Resource Development Strategy	3
3.	University of Fort Hare Skills Development Forum	4
4.	Induction	4
5.	In-service Training	4
6.	Study Policy	5
7.	Study Schemes	7
	Scheme 1: Study Loan	7
	Scheme 2: Bursaries	10
8.	Purpose	10
9.	Strategy	10
10.	Objectives	10
11.	Policy	11
12.	Bursaries	11
13.	Post-graduate Bursaries	12
14.	Payment	12
15.	Application for Bursaries by new recruits	12

1. PREAMBLE

The University of Fort Hare is fully committed to the structured and systematic training and development of all its employees on an ongoing basis to enable them to perform their duties effectively and efficiently. This is also provided to enable employees to acquire the competencies and related qualifications and to develop their potential to meet the university's future human resources needs.

2. HUMAN RESOURCE DEVELOPMENT STRATEGY

2.1 This policy is a strategic framework designed to serve as a guide and shall be executed and administered in all departments within the University of Fort Hare.

2.2 Human Resource Development Plans and programmes for all job levels shall support the Institutional Operational Plan (IOP) and shall among others flow from the university's Performance Management System, action plans, human resources planning processes, as well as any other present and future training and development needs.

2.3 All training and development initiatives shall be properly planned, programmed and recorded, and the results reviewed to determine how training methods can be improved and how maximum benefit can be obtained from resources devoted to training and development. Inter alia, this includes a systematic and cost-effective training and development approach, consisting of externally developed and presented, as well as in-house training and development programmes.

2.4 In respect of all training and development activities, the following shall apply:-

2.4.1 a structured approach to determine training and development needs; cost-effective acquisition and/or development of training courses or programmes based on needs and evaluated in terms of criteria laid down from time to time;

2.4.2 attendance and/or presentation of training-programmes according to a training planning schedule;

2.4.3 the evaluation of training in terms of trainee reaction, learning, practical application, and results achieved; and

2.4.4 annual reporting on training interventions and challenges.

2.5 Similarly, a continuous development programme of Council Members' shall be planned and implemented whenever it is deemed necessary.

2.6 The Human Resources Department shall provide advice and assistance on training activities, and will be responsible for administrative and operative co-ordination of the training processes and programmes.

2.7 Departmental/Faculty training schedule based on the assessment of individuals and the university's needs, will be drawn up annually to take full account of the human resources development needs of various divisions and shall include budgetary provisions.

2.8 Training and development shall commence from the appointment of new employees and continue as long as the employee is in the employ of the university. Existing employees shall be drawn into the training process in accordance with priorities established by way of a structured analysis of training needs.

2.9 All training must be work- related and the results measurable against pre-determined

objectives. These results, where possible, are to be expressed in cost benefits.

- 2.10** The university's Workplace Skills Plan must be submitted in terms of the Skills Development Act of 1998 and must be based on the training programme that is designed for the respective financial year.

3. THE UNIVERSITY'S SKILLS DEVELOPMENT FORUM

- 3.1** With regards to capacity building, the Skills Development Forum shall assist with co-ordinating and ensuring an integrated approach to effective and goal-orientated training and development interventions within the university. Equal access to training and development shall be fostered for all staff.

- 3.2** A representative committee shall be formed, composed of representatives of all departments/faculties.

- 3.3** The Head of Human Resources Department or his delegate shall facilitate the activities of the committee.

- 3.4** Meetings shall be held regularly at intervals which the committee may decide.

- 3.5** Functions of the Committee shall be to:-

3.5.1 Monitor training needs of the Council Members, employees and those of the Committee members.

3.5.2 Review, monitor and make recommendations on training practices in order to achieve the university's objectives.

3.5.3 Give opinion and influence the university's Workplace Skills Plan.

3.5.4 Assist in the evaluation of the effectiveness of training.

3.5.5 Give input on the formulation and review of the university's training and development policies.

3.5.6 Assist and support management in matters relating to skills development and employment activities.

- 3.6** All recommendations made by the Committee shall be submitted to the Vice Chancellor through the Chief Human Resources Officer before they proceed to the Council or any Council Committee.

4. INDUCTION

Every new employee, regardless of function or department / section, shall receive systematic induction training, which will enable the newly employed to become fully oriented in their respective jobs in the shortest possible time. Every new employee will receive induction about the university from the Human Resources Department, department head or a delegated senior person, and his/her supervisor within a quarter (three months), starting from the day he or she assumes duties.

5. IN-SERVICE TRAINING

- 5.1** The objective of in-service training is to impart skills, knowledge and to modify attitude of

an employee in the work place in order to improve his/her competence.

- 5.2** A staff member, being trained at his/her workplace, shall not be entitled to compensation in respect of travelling and/or subsistence costs.
- 5.3** A staff member, who received training at a place other than his/her workplace, will be entitled to travelling and subsistence costs in accordance with the tariffs and conditions applicable, provided that should it be more advantageous to the university for the staff member to travel between his/her place of residence and the training venue daily, arrangements will be made accordingly.
- 5.4** If a staff member attends external courses, workshops, or seminars, that are not presented by a university employee and not within the university premises, the prevailing travelling and subsistence tariffs as applicable to the individual concerned, shall be paid in accordance with the university's subsistence and travel policy.
- 5.5** If the university arranges training and development activities that are exclusively intended for the university's employees, any travelling and subsistence costs that might result from that shall be settled directly by the university.
- 5.6** Attendance of all courses, workshops, conferences and seminars shall be recommended by the Head of Department/Faculty and supported by the Chief Human Resources Officer or his/her delegate.
- 5.7** The university may, from time to time, require that an employee be subjected to training of short duration in a particular field of study in order to acquire specific skills. If such training is conducted by an institution other than the university itself, the following conditions shall apply:-
- 5.7.1** The university must undertake to pay for all costs incurred for registration, books or Modules, tuition fees and accommodation.
- 5.7.2** Clause (5.7.1) above shall apply provided the following conditions are met:-
- 5.7.2.1** the duration of the course does not exceed 1 (one) month;
- 5.7.2.2** it is a result of a skills audit and/or Performance Management System;
- 5.7.2.3** the Head of Department/Faculty concurs that the course would be to the advantage or benefit to the university and the employee concerned;
- 5.7.2.4** the training is relevant to the employee's day-to-day functions; and
- 5.7.2.5** the employee is not registered for other formal studies of a similar nature or of extended duration.

6. STUDY POLICY

- 6.1** This part of the policy is a framework designed to afford the personnel of the University of Fort Hare the opportunity to develop themselves in a formally structured way on the basis of identified requirements in the interest of the university in order to be able to cope satisfactorily with present and future allocated duties.
- 6.2** The University of Fort Hare supports the continuous development of its employees. However the operational requirements of the university and relevance of the studies concerned shall always be the primary consideration.

6.3 Employees who wish to undertake a study course towards obtaining a work related qualification, a degree or equivalent qualification must first obtain approval from the university through their Head of Department/Faculty - supported by the Chief Human Resources Officer (CHRO) or his/her delegate.

6.4 The university shall consider each individual case upon application to ensure that the studies an employee wishes to pursue are in the interest of the university.

6.5 The university may, after favourable consideration, assist the employee by granting:-

6.5.1 study leave and/or financial assistance subject to the availability of funds as provided for.

6.6 Study and Examination Leave

6.6.1 Examination leave with full pay on the basis of one day examination leave for every day prior to and on the day which the employee has to sit for an examination may be granted, provided that in the opinion of the head of department:-

6.6.1.1 it has the object to better equip the employee concerned for a career in the university; and

6.6.1.2 is in a field of study which is in full or in part in the interest of the university.

6.6.2 In all the above cases, an examination roster/time-table must be submitted to the Manager at least 2 weeks prior to writing of first paper, or 1 month if the period of absence will be more than 2 weeks, unless there are factors beyond the staff member's control, for example, late issue of timetable by the institution.

6.6.3 If the special examination leave granted in terms of subparagraph 6.6.2 precedes and succeeds a week end or public holiday, such day/s, although to be recorded as examination leave, must not be included when calculating the number of examination leave days granted to the employee.

6.6.4 An employee who studies part-time or by means of correspondence at a recognised educational institution and who, as a result of his/her studies, is required to be absent from his/her place of work, may be released from duty and be granted examination leave on full pay on the basis of one day examination leave on full pay for every day of vacation leave taken, provided that does not exceed 6 (six) months.

Thus he/she takes half of the days as vacation leave, and the remaining half will be granted to him/her as examination leave with the university's approval (50/50 basis), if this period also includes any examination, the arrangements set out in subparagraph 6.6.2 fall away. If any examination falls outside the period, the arrangements set out in subparagraph 6.6.2 will apply.

6.6.5 Examination leave for study purposes is subject to the employees serving the university for the period for which the examination leave was taken, a period of one year being the minimum, irrespective of the duration of the course. If the employee leaves the university's employ before the expiry of the period concerned, the remuneration in respect of the examination leave that was granted must be refunded to the university.

- 6.6.6** An employee who serves in a capacity in which candidates are normally appointed with a view to train in specific fields and who study part-time at a recognised educational institutions, may be released from duty to the extent required by their studies, based on a contractual agreement entered into with the university.
- 6.6.7** An employee who repeats a course or part thereof may with the approval of the Head of Department be released from duty on condition that one day's vacation leave with full pay or if he/she does not have leave to his/her credit one day's vacation leave without pay be granted in respect of every full eight hours he/she is released, unless an explanation to the satisfaction of the Head of Department/Faculty is submitted.
- 6.6.8** The granting of privileges as set out in this paragraph is subject to the Head of Department/Faculty being satisfied that the studies are in the interest of the university.

NB: This part of the policy must be read in conjunction with the university's Leave Policy

7. STUDY SCHEMES

SCHEME 1: STUDY SUBSIDY

7.1 PURPOSE AND APPLICABILITY

It is the University of Fort Hare's policy to assist in the development of its employees and their dependants. The categories of persons eligible for the study subsidy and the rates thereof are approved by Council from time to time and are:

- a) All employees as defined in this policy studying at the University of Fort Hare or other institutions provided that such studies form part of their overall personal development plan; and
- b) Employees' dependants studying at the University of Fort Hare

The award of these study subsidies is entirely at the discretion of the University Management either on a general or individual basis and a subsidy is tenable subject to the university regulations.

7.2 DEFINITIONS

For the purposes of this policy the following definitions shall apply:

Degree / diploma means: A course of study engaged upon for the purpose of studying towards obtaining an undergraduate/graduate qualification; Undergraduate diplomas either one, two or three years; Bachelor's degrees either three or four years as the case may be;

Postgraduate qualifications mean:

Postgraduate diplomas one year or two years;
 Post graduate Bachelor's degree, either one or two years;
 Honours degree one or two years;
 Master's degree two years;
 Ph.D. degree three years; and
 Medicine four years.

Dependant: Means an biological child of an employee under the age of 27 (this includes a legally adopted child) registered as a dependant at Fort Hare University and who is still fully dependant on the employee.

Educational Institution means: Universities, Colleges, Universities of Technology and Technical Colleges (for programmes that are at tertiary level) in the Republic of South Africa.

Employee: Means a person who is permanently employed or on contract for three years and above, whose remuneration is being paid directly by Fort Hare University and has completed one year of unbroken service. This excludes employees who are seconded/or employed on externally funded positions.

HOD: Means the Head of a Department, Institute, Unit or Division or her/his alternate.

Residence Fees: Mean boarding fees at the University of Fort Hare hostel accommodation excluding meals, washing and breakages.

Spouse: the partner of a employee, where a marriage certificate can be provided or Customary marriage where proof of this can be provided, or life partner where proof can be provided that a person has been living with the employee for longer than 2(two) years as a life partner.

Tuition Fees: Mean the composite tuition fees payable to a University by a registered student and should exclude extraneous fees and charges such as those for registration, exemptions, re-examinations or special supplementary and aegrotat examinations, admissions, the issue of certificates, charges for the use of equipment and materials, book fees and deposits of breakages.

Unbroken service: For the purpose of determining the length of an employee's employment with an employer, previous employment with the same employer will be taken into account if the break between the periods is less than a one-year.

7.3 WHO QUALIFIES FOR STUDY SUBSIDY?

7.3.1 An employee, his/her spouse and/or dependant/s as defined shall on application, receive a subsidy for his/her university studies.

N.B. Dependants only qualify for study subsidy only if enrolled with the University of Fort Hare (Ref. to 2005/6 bargaining agreement). This clause is presently under review by the 2007/08 Bargaining Forum.

7.3.2 A dependant of a retired or deceased employee, who received subsidy, will continue to receive it until completion of the degree / diploma by the dependant on condition that such dependant is registered with the University of Fort Hare.

7.4 REBATES ON TUITION FEES

The following rebates will apply to employees:

7.4.1 Studies at the University of Fort Hare

An **Employee**, as defined, qualifies for 100% rebate on tuition fees for any approved course of study provided that:

- (a) They register for at least two courses per academic year;

- (b) The employee concerned enters into a written agreement with the University that after completion of the degree or diploma registered for, he/she will serve Fort Hare University for at least one year;
- (c) When the employee resigns or is dismissed or discontinues the course of study, he shall be liable for payment of pro-rata share of the fees calculated on a monthly basis; and
- (d) The employee concerned will not qualify for study subsidy or remission of fees if he has been granted study leave by the university.

Time off: Employee may be granted time off during official hours to attend lectures for a recognised course study approved by the appropriate authority, provided that such time granted does not exceed 5 hours per week and provided further that all such time granted is worked in.

Spouse

An employee's partner as defined qualifies for 75% rebate of tuition fees only for any course of study at the University of Fort Hare.

Employee's dependants

Dependants as defined qualify for a study subsidy of 100% on tuition fees and 75% residence only if registered with the University of Fort Hare.

7.4.2 Studies at other institutions

Employees (as defined) studying at any other Institution in the Republic of South Africa will qualify for a 75% subsidy of tuition fees only. The subsidy will be paid on presentation of an official statement of tuition fees from that institution.

7.5 GENERAL PROVISION

- 7.5.1** An employee, dependant/s or spouse who received the benefits provided for in this policy shall advise the Head of Finance within ten (10) days after receipt of a bursary.
- 7.5.2** Should an employee not notify the Head of Finance of the receipt of a bursary in terms of 7.5.1, this will disqualify the employee's spouse and dependants for a study subsidy in future.
- 7.5.3** The total benefit an employee or his dependants receive from the University in terms of these guidelines shall not exceed the difference between any bursary he/she may receive and the total cost of tuition and residence (where applicable) payable.
- 7.5.4** In case where the bursary covers the full fees, e.g. tuition, accommodation, meals and books, an employee or his dependants will not qualify for a study subsidy or remission of fees.
- 7.5.5** The study subsidy will be given for any course that has been passed. Substitution of failed courses will not be considered for study subsidy purposes. Subsidies will be paid only for the number of courses prescribed for a particular degree/diploma for completion.
- 7.5.6** If an employee, who received a remission of fees or study for himself/herself and or for his/her dependant/s and/or spouse, resigns or his services are terminated for whatever reason, the remission of study subsidy will be recovered from any monies owed to individual.

7.5.7 Assistance, which may be granted in terms of this rule, is limited to the minimum period prescribed for the course by the Institution for which the employee or dependant has originally enrolled unless the Vice-Chancellor approves otherwise.
The assistance will not be granted in respect of a course of study, which is repeated.

7.5.8 Dependants will only benefit if they enrol with the University of Fort Hare.

7.6 HIGHER EDUCATION DEGREES

7.6.1 An employee studying with the University of Fort Hare qualifies for a 100% subsidy of remission of tuition fees for postgraduate studies as defined.

7.6.3 Dependant/s and spouses do not qualify for a postgraduate degree/diploma subsidy.

7.7 PRINCIPLES OF STUDY SUBSIDY

7.7.1 The purpose of the educational assistance is to help employees who wish to study in order to better themselves for their present positions or careers at the university of Fort Hare. It therefore forms part of the university's Staff Development Programme. Dependants and spouses also enjoy this benefit

7.7.2 Applicants must complete a budget form and prior application form obtainable from the Human Resources Department. These forms must be submitted to the Bursary Officer on or before 31 October yearly.

7.7.3 The subsidy will only be paid for the maximum periods as laid down in the rules and no further subsidy will be paid after the specified periods as stated therein irrespective of a change in course / curriculum.

7.7.4 Applications of employee for study subsidies to further their own studies require a recommendation from the Head of Department.

7.7.5 The Heads of Human Resources and Finance must be notified in writing immediately after cancellation of registration has taken place.

SCHEME 2: Bursaries

8. Purpose

To support the University of Fort Hare's future human resource recruitment strategies through regular inflow of suitable candidates qualified at tertiary level in required disciplines.

9. Strategy

To grant financial assistance to selected South Africans for study in specific disciplines at Universities, Technikons, Technical Colleges, schools and selected universities and institutions abroad through contracts and specify funding, conditions, disciplines and benefits; and retain these bursars during and after their study.

10. Objectives

10.1 To define the required disciplines in which personnel will be deployed in future by the University of Fort Hare;

10.2 To ascertain the numbers of personnel that will be needed in future in the required

disciplines and to plan accordingly;

- 10.3** To develop contracts with conditions and benefits that will be competitive in the South African labour market;
- 10.4** To develop and implement plans and procedures for the effective recruitment, selection, appointment and retention of qualified and competent employees;
- 10.5** To prepare a budget and cash flow plan for the financial assistance provided in terms of the study schemes and for the resources required to implement and manage the schemes; and
- 10.6** To regularly measure progress and performance and to report to top management on results and trends.

11. Policy

Financial assistance will be offered on certain conditions to University of Fort Hare employees, who comply with stipulated requirements, to study in specific disciplines at recognised institutions in South Africa and overseas.

12. Bursaries

- 12.1** Bursaries may be granted in selected fields of study relevant to the University of Fort Hare institutional needs.
- 12.2** The Vice Chancellor may, in consultation with the Executive Management Team, determine the fields of study in which bursaries should be granted.
- 12.3** The University of Fort Hare shall, in its sole discretion, be entitled to pay the institution on behalf of the recipient of a bursary the following:
 - 12.3.1** The annual registration, tuition and examination fees, including bridging course fees as determined by the approved institution.
 - 12.3.2** A book allowance in an amount equivalent to the actual cost of any essential prescribed study material required by the recipient of a bursary in each academic year upon documentary proof from the approved institution of their costs.
- 12.4** The University of Fort Hare shall, in its sole discretion, be entitled to permit the recipient of a bursary to repeat a failed academic year or failed subject(s) at the recipient's own expense. In such cases, the University of Fort Hare shall be entitled to immediately suspend or cancel the payment of any monies due. Once satisfactory results of the repeated academic year / subjects have been received by the Head of Human Resources, the University of Fort Hare may reinstate the bursary subject to the approval of the Vice Chancellor.
- 12.5** The bursar shall immediately upon the successful completion of the studies, remain in the University of Fort Hare's service for a period at least equal to the duration of the bursary.
- 12.6** The University of Fort Hare shall be entitled to immediately cancel a bursary on termination of service by University of Fort Hare or resignation by the recipient of a bursary.

13. Post-Graduate Bursaries

13.1 General

13.1.1 The Vice Chancellor in consultation with the Executive Management Team may identify the programs for postgraduate studies on an annual basis.

13.1.2 The Vice Chancellor shall approve the programme in writing in consultation with the Council.

13.2 Post-graduate studies for University Of Fort Hare employees

The following conditions apply in addition to those stipulated in section 12

13.2.1 Minimum criteria: For post-graduate studies, the awarding of both part-time and full-time bursaries may be made to the University of Fort Hare employees who have completed their probation.

13.2.2 Selection process: At the University of Fort Hare's request the recipient may be subjected to an interview and other selection techniques.

13.2.3 The University of Fort Hare shall, in its sole discretion (in addition to the remuneration received from the university), pay on behalf of the recipient of a bursary, registration, tuition, book allowance, typing and binding of books.

13.2.4 Employees who apply for full-time post-graduate bursaries which address a specific need of the University of Fort Hare which have a bearing on the University of Fort Hare's business may, in exceptional circumstances, be released from normal duties. As such, the employee must have been identified and the case motivated by the Vice Chancellor to the Council.

13.2.5 The University of Fort Hare shall be entitled to immediately cancel a bursary on termination of service by or resignation by the University of Fort Hare or resignation by the recipient of a bursary.

13.2.6 On satisfactory completion of studies, the employee shall return to the University of Fort Hare to take up a full-time appointment.

14. Payment

Any amounts due by the University of Fort Hare in terms of these guidelines shall, at the sole discretion of the University of Fort Hare, be paid directly by the University of Fort Hare to the approved institutions. Under exceptional circumstances only, shall payment be made to the recipient of a bursary/study loan.

15. Application for bursaries by new recruits

15.1 A new recruit to the employ of the University of Fort Hare who previously had a bursary or study loan does not automatically receive a University of Fort Hare bursary.

15.2 The conditions applicable to existing University of Fort Hare employees apply *mutatis mutandis* to new recruits.

15.3 The Vice Chancellor approves bursary applications of new recruits to continue studies.