

UNIVERSITY OF VENDA



**POLICY ON PROMOTION OF NON-ACADEMIC
STAFF**

TITLE AND COPYRIGHT

Title	Policy on Promotion of Non-Academic Staff
Date	27 November 2009
Author	Mr T.J. Manenzhe
Copyright	© University of Venda. All rights reserved. Information in this document is subject to change. No part of this document may be reproduced or transmitted in any form or by any means, electronic or mechanical, for any purpose, without the express written permission of the University of Venda.

DOCUMENT CONTROL DETAILS

Master document	Documentation Control Centre
Electronic version	www.univen.ac.za/intranet/hr/documentation/docs
Version	1.00
Reference	UNIVEN HR 0911/09

TABLE OF CONTENTS

Title and copyright	2
Document control details	2
Table of contents	3
Definitions and application	4
Definitions	4
Application	4
Purpose	5
Policy Statement	5
Policy Guidelines	5
Procedure for Promotion	6
Promotion Requirements	7
Eligibility for Promotion	8
Procedure for submitting applications for promotion	8
Non-Academic Support Staff Promotions Committee	9
Appeals Procedure	9
Related Policies and Documentations	10
Regulatory Framework	10
Review Date	10
Record of Changes	11
List of Abbreviations and Acronyms	11
Performance Assessment for Non-Academic Staff – Annexure A	
Application for Review of Job Grade	Annexure B
Performance Assessment	Annexure C

1 DEFINITIONS AND APPLICATION

The University is committed to a fair and equitable process of ensuring the upward mobility of suitably qualified employees into available vacant positions. This policy therefore provides guidelines for administering the promotion of non-academic staff who qualify for promotion from time to time as well as financial incentives in recognition of their excellent performance. The institution therefore reserves the right to, at any time, in its sole discretion, revise and amend this policy from time to time.

1.1 DEFINITIONS

“Criteria for promotion” means the guidelines that set out the minimum educational requirements, experience and other attributes.

“Job evaluation” means a systematic process of assessing job content and ranking of jobs according to job characteristics and worker traits.

“Promotion Committee” means an Ad Hoc Committee appointed by the Vice Chancellor and Principal to evaluate all applications for promotions for non academic staff.

“Promotion Appeals Committee” means an Ad Hoc Committee appointed by the Vice Chancellor and Principal to hear the appeal for promotion of non academic staff.

“Performance bonus” means a once-off payment granted to an individual staff member in recognition of their performance.

“Prior learning” means an experience, or formal or informal training, coaching or mentoring interventions or any skills acquired by the staff member which is relevant to the position which a member is to be appointed.

“Generic qualifications” means any qualification that increase the knowledge base of the staff member which is the minimum requirement for the position the staff member has applied for.

1.2 APPLICATION

The policy is applicable to all permanent and contract non-teaching staff who have completed at least 12 months continuous service at the University of Venda. Such staff member must meet the minimum appointment requirements such as qualifications, knowledge and skills, experience and other attributes stipulated in this policy. The period of

service is calculated as 12 months continuous service from the date of assumption of duty. The institution therefore reserves the right to, at any time, in its sole discretion, revise and amend this policy from time to time.

2 PURPOSE

The purpose of the policy is to provide a framework for recruiting, promoting and retaining competent non-academic staff by ensuring a fair and equitable process that enables the University to attract and retain high calibre non-academic staff.

3 POLICY STATEMENT

3.1 The University of Venda is committed to providing effective and efficient support services to the core business of the University, viz. teaching, research and community engagement. In order to achieve these objectives, a conducive environment needs to be created for career development for non-academic staff performing administrative/service/management functions. Specifically, this relates to the following functional areas:

- 3.1.1 Attracting and retaining suitably qualified and competent staff;
- 3.1.2 Providing attractive conditions of service and staff support;
- 3.1.3 Ensuring quality of life of students on campus; and
- 3.1.4 Ensuring excellent teaching and learning through providing appropriate support in student administration and academic information services, information technology, financial management, library services and infrastructure and facilities management.

3.2 The policy will create a conducive environment which offers individual employees growth and career development opportunities to:

- 3.2.1 Higher vacant positions with responsibilities;
- 3.2.2 Develop new competencies, skills and knowledge in leadership and management;
- 3.2.3 Competitive salaries and related benefits; and
- 3.2.4 Personal growth that guarantees better job satisfaction and job enrichment.

4 POLICY GUIDELINES

The criteria stipulated in this document will apply to people who have gained skills on the job (prior learning) as well as those who possess generic qualifications required to perform relevant specified duties and responsibilities. (See Annexure "A")

4.1 EXPERIENCE

Experience required for the job as stipulated in the job description will be taken into account when assessing a candidate's suitability for promotion.

4.2 SPECIAL COMPETENCIES

Some posts may require the applicants to possess specific competencies. The applicant must meet/satisfy these competencies. The applicant must demonstrate this knowledge which must be supported by critical incidents.

4.3 LEADERSHIP

For supervisory or management positions, the applicant must demonstrate evidence of at least one of the following leadership competencies, depending on the seniority of the position:

- 4.3.1 Excellent communication skills;
- 4.3.2 Strong interpersonal skills and the ability to work with diverse range of stakeholders;
- 4.3.3 Visionary leadership;
- 4.3.4 Innovation in the work environment;
- 4.3.5 Strong organisational skills and analytical skills;
- 4.3.6 Deep understanding of latest developments in the relevant field;
- 4.3.7 Ability to manage staff performance;
- 4.3.8 Sustainable delivery of high quality work; and
- 4.3.9 Ability to influence, motivate and mentor staff.

5 PROCEDURE FOR PROMOTION

- 5.1 Promotion of non-academic support staff will be based on the original role changing significantly over time to warrant job re-evaluation and the individual demonstrating that he/she is competent and suitably qualified to perform the new role. In this context, "significantly" means that the job content has changed considerably by more than 50% of the original job content. Application for re-evaluation of the job will be made if additional duties differ substantially from the original responsibilities and become evidently "complex" and not simply 'more of the same' duties at the same level. In this context "complex" means that the tasks for the job have become more sophisticated and onerous.

5.1.1 Promotion of non-academic staff will be made based on the following categories:

5.1.1.1 Applying for and being appointed in a more senior position in response to an advertisement; and

5.1.1.2 Job-evaluation.

5.1.1.3 Performance bonus for sustained exceptional performance.

Members of staff whose performance is demonstrably exceptional will be rewarded through a once off performance bonus that does not exceed 7% of the staff member's total package. Staff members whose performance is above average will be rewarded with a once off performance bonus that does not exceed 3% of their total package. This payment will depend on the ability of the university to pay, budgetary constraints and level of the individual's performance.

6 PROMOTION REQUIREMENTS

6.1 The motivation for a candidate's promotion must highlight the exceptional contributions made or project that the applicant has completed in his/her functional area, which distinguishes him/her from his/her peers;

6.2 The skills, knowledge and expertise that are successfully acquired through educational and skills development interventions from accredited service providers which enhance the individual and departmental performance must be taken into account;

6.3 Members of staff will be eligible for promotion after completing their probationary period;

6.4 A detailed CV must accompany the application for promotion. The CV must highlight the contributions made in the job environment during the assessment or review period;

6.5 Exceptional performance in a particular piece of work or project, or a sustained performance that is measurably higher than expected over a long period of time will earn a staff member the reward;

6.6 The University shall ensure that the promotion process is fair and transparent and that it is based on merit and equity;

6.7 All materials and deliberations relating to promotion will be treated confidentially, and, therefore, members of the promotion panel or any committee responsible for the adjudication of such promotions shall not discuss the deliberations and recommendations outside scheduled panel meetings;

6.8 Recommendations for promotion should be accompanied by an assessment form, completed and signed by both the applicant and Head of Department, herewith attached as annexure "B".

6.9 To be recommended for a performance bonus, an employee will have to demonstrate that he/she has performed well in all the key areas of his/her job. The employee must demonstrate, during the period

covered by the review, consistent exceptional performance beyond that which is reasonably expected.

7 ELIGIBILITY FOR PROMOTION

- 7.1 The staff member should demonstrate, during the review period, that he/she has contributed to the work of the department beyond the level which might reasonably have been expected. An example is willingly performing tasks which are beyond the requirements of the post while still carrying out all the key duties of the post which the incumbent holds;
- 7.2 Attainment of agreed long-term objectives to a consistently high standard that has positively impacted on the department/unit or University; and
- 7.3 Contributions either to the department or division's achievement of its objectives, or to the University's achievement of its mission of academic excellence. For example, contributing significantly to the improvement of the University's governance, management and administration.

8. PROCEDURE FOR SUBMITTING APPLICATIONS FOR PROMOTION

- 8.1 A new job description must be developed by the line manager and signed by both the incumbent and the line manager on assumption of duty;
- 8.2 The request for re-evaluation of the post form must be completed and submitted together with supporting documentation (See Annexure "A");
- 8.3 The Human Resources Department shall check the competencies of the submitted documentation and prepare a submission to the Job Evaluation Committee;
- 8.4 The Job Evaluation Committee shall be convened and review the job in terms of the changes to the job description. Incumbents and line managers may be invited to attend the meeting to clarify issues, should the committee deem it necessary;
- 8.5 The job evaluation process shall be made in accordance with the University's job evaluation policy; and
- 8.6 Once the job has been evaluated a recommendation will be submitted to the Human Resources Committee for approval and ratification by Council.

9 NON-ACADEMIC SUPPORT STAFF PROMOTIONS COMMITTEE

The above Committee should be constituted in the same way as the selection interviews and as outlined in the recruitment, selection and placement policy.

10 APPEALS PROCEDURE

The appeals procedure is designed to handle appeals for employees who feel aggrieved that their applications for promotion have not been evaluated to their satisfaction given the supporting evidence provided to the Job Evaluation Committee. The appeals procedure will be the final review stage of this process and its findings will be final and binding.

10.1 THE PROCEDURE FOR LODGING AN APPEAL ON THE GROUNDS OF ELIGIBILITY

A staff member whose application is not supported by the line Manager or the DVC may lodge a written appeal with the Vice Chancellor and Principal by not later than 15 working days.

After receiving the outcome of his/her application, the Vice Chancellor and Principal shall within a period of 30 days appoint an Ad Hoc Appeals Committee, comprising among other members internal and external experts in the field to hear the appeal and make the necessary recommendations.

The appellant must outline on the prescribed form the grounds on which the application should be considered by the Promotion Appeals Committee.

10.2 ROLE OF THE PROMOTION APPEALS COMMITTEE

The Promotion Appeals Committee will be responsible among other things for the following duties:

- 10.2.1 Establish whether a breach of process has occurred and, if so, refer the application to the Vice Chancellor with a recommendation that the application be reassessed;
- 10.2.2 The Appeals Committee shall consider the applicant's written notification of appeal with supporting evidence; and
- 10.2.3 The Appeals Committee is authorised to obtain any information it requires to help make an informed decision. This information may

take the form of further supporting information from the applicant, Director, DVC, the original application, and/or external assessor reports.

10.3 PROMOTION APPEALS COMMITTEE OUTCOME

Having considered the appeal, the Appeals Committee will provide a recommendation to dismiss or uphold the appeal and arrange that the application be reassessed by the Promotion Committee.

10.4 NOTIFICATION OF OUTCOME

The appellant will be notified in writing of the outcome of the appeal by the Vice Chancellor and Principal, after which there will be no further right of appeal.

11 RELATED POLICIES AND DOCUMENTATIONS

- 11.1 Recruitment and Selection Policy
- 11.2 Employment Equity Policy
- 11.3 Policy on Delegation of Authority
- 11.4 Disciplinary Procedure Manual
- 11.5 Remuneration Policy


12 REGULATORY FRAMEWORK

- 12.1 The Employment Equity Act
- 12.2 The Labour Relations Act

13 REVIEW DATE

This policy will be reviewed after three years or as and when the need arises.

14 RECORD OF CHANGES

DATE OF APPROVAL BY COUNCIL	AUTHOR(S)	DATE OF REVIEW
27 November 2009	Mr T J Manenzhe	27 November 2012
<div data-bbox="272 557 520 741" style="border: 1px solid black; padding: 5px; width: fit-content;"> UNIVERSITY OF VENDA UNIVERSITY REGISTRAR 01 DEC 2009 PRIVATE BAG X5050, THOHOYANDOU, 0950 </div> <p data-bbox="236 795 820 862">Date stamp and signature by the Secretary of Council</p> 		

15 LIST OF ABBREVIATIONS AND ACRONYMS

- HR..... Human Resources
 WWW.....World Wide Web
 UNIVEN University of Venda



01 December 2009

 Vice Chancellor & Principal

 Date

UNIVERSITY OF VENDA

APPOINTMENT AND PROMOTION GUIDELINE FOR NON-ACADEMIC STAFF

The criteria stipulated in this document will apply to all non academic staff. Cognisance should be given to candidates who have gained on the job (through prior learning as well as those who possess generic qualifications which are deemed appropriate in various fields.

	MINIMUM ACADEMIC QUALIFICATIONS REQUIREMENTS	GENERIC REQUIREMENTS	PREFERENCES/ADVANTAGES	RECOMMENDED COMPETENCIES
1 2 3	<p>PhD Degree</p> <p>PhD Degree</p> <p>PhD Degree</p>	Extensive Experience in Management position	Working knowledge of the higher Education sector	High level of strategic thinking and ability to convert strategy into actions. Ability to establish networks in both higher education and business. Articulate and excellent communicator in all media. High degree of computer skills.
4	<p>Masters Degree 10 years experience in Management position preferably at tertiary institution.</p> <p>Relevant Honours Degree Field-specific Training coupled with Seven years experience</p>	<p>Three years managerial experience</p> <p>Technical Proficiency</p> <p>Professional registration/accreditation</p> <p>Advanced knowledge and ability to use office technology (internet, e-mail, presentation software).</p> <p>Managing Staff performance.</p> <p>Advanced understanding of relevant legislation and policies.</p> <ul style="list-style-type: none"> • Extensive Supervisory skills • Excellent communication skills (<i>written and verbal</i>) 	<p>Masters Degree</p> <p>Demonstrable knowledge of higher education</p>	Strategic thinker with focus on development and implementation of strategy rather than operations. In-depth knowledge of technical function in specific field. Excellent communication. Highly computer literate with in-depth knowledge of computer software and applicable technological systems (ITS or Innopac)

DEPARTMENT OF HUMAN RESOURCES

		<ul style="list-style-type: none"> • Good financial management skills. • Strong interpersonal skills and the ability to work with diverse range of stakeholders • Creative and innovative • Ability to influence, motivate and mentors staff 		
6	Relevant Honours Degree; Six years experience	Professional registration/accreditation Exceptional interpersonal skills Technical proficiency Advanced knowledge and ability to use office technology (internet, e-mail, presentation software) Good understanding of relevant legislations. Supervisory skills Good communication skills (written and verbal). Financial Management Skills.	Honours Degree Working knowledge of the higher education sector.	Experienced manager with ability to control a specialist team. High levels of technical knowledge in the relevant field. Excellent communication skills. Highly computer literate with in depth knowledge of computer software and applicable technological systems (ITS or Inopac).
7	Bachelor Degree Five years relevant experience	Good Knowledge of relevant legislations Good knowledge of computer-based; applications (e.g. internet, e-mail, presentation software); Communication skills;(verbal and written)	Honours Degree Professional registration/accreditation Supervisory skills	Experienced manager with ability to control a specialist team. High levels of technical knowledge. Excellent communication skills. Highly computer literate with in depth knowledge of computer software and applicable technological systems (ITS or Inopac).
8	Bachelor's Degree or Three year National Diploma Four years relevant experience	Good knowledge of relevant legislations. Good knowledge of computer-based applications (e.g. internet, e-mail, presentation software)	Professional registration/accreditation	High levels of technical knowledge and expertise in the relevant field. Excellent communication skills Highly computer literate with in-depth knowledge of computer software and applicable technological systems (ITS or Inopac).
9	Bachelor's Degree;	Working knowledge of the higher	Bachelor Degree	

DEPARTMENT OF HUMAN RESOURCES

	Three years relevant experience Excellent computer-based applications proficiency;	education sector. Field-specific training Professional registration/accreditation Good communication skills (written and verbal); Excellent knowledge of computer-based applications (e.g. internet, e-mail, presentation software) Exceptional interpersonal skills Financial Management ability	Understanding of relevant legislation and policies.	
10	Three year Diploma; Three years relevant experience; Good administration skills;	Good knowledge of computer-based applications (e.g. internet, e-mail, presentation software); Good communication skills(verbal and written); High degree of integrity; Excellent office administration skills; Excellent technical skills; Exceptional interpersonal skills	Bachelor's Degree Working knowledge of the higher education sector. Professional; registration/accreditation;	
11	Matric Certificate; Relevant Diploma (At least 120 credits); Three years relevant experience; Administration skills; Proficiency in computer-based applications (i.e. ITS) ;	Good written and spoken communication skills High degree of integrity; Developed interpersonal skills Ability to multi-task; Accuracy;	Three year Diploma Working knowledge of the higher education sector; Technical skills; Excellent office; administration skills;	High degree of theoretical or experiential knowledge. Good communicator in all media. Highly computer literate, if entry level graduate, ability to learn various required applications. If experiential, competence in expert and ERP systems.
12	Matric Certificate; Relevant Diploma (At least 120 credits);	Working knowledge of computer applications; High degree of integrity;	Three year Diploma Working knowledge of the higher education sector;	Computer literate with adequate knowledge of computer software necessary to carry out the job. Competence in carrying out clerical tasks , and the

DEPARTMENT OF HUMAN RESOURCES

	Two years job specific experience	Accuracy; Communication skills	Good interpersonal skills;	ability to produce basic reports and supervision of teams.
13	Matric Certificate; Two years experience; Relevant job training;	High degree of integrity; Accuracy; Good communication skills; Computer proficiency;	Relevant Diploma; Working knowledge of the higher education sector;	Computer literate with adequate knowledge of computer software necessary to carry out the job. Competence in carrying out clerical tasks , and the ability to produce basic reports and supervision of teams.
14	Grade 12 Two experience Specialist training and accreditation (e.g. Drivers licence code 10 + PDP)	Good communication	Grade 12 plus working knowledge of the higher education sector	Ability to lead teams and compile basic reports.
15	Grade 10 plus relevant Professional qualification recognized by the relevant accredited body	Relevant accreditation or registration Good communication skills	Grade 12	Ability to operate elementary machines and equipment Knowledge of a few reparative work procedures such as cleaning, gardening, tea making and other manual duties.
16	ABET where applicable ability to operate elementary machines and equipment.	Basic literacy and numeracy Language skills	General education and Training certificate.	Ability to operate elementary machines and equipment Knowledge of a few reparative work procedures such as cleaning, gardening, tea making and other manual duties.



ANNEXURE "B"

University of Venda

PERFORMANCE ASSESSMENT Non-academic Staff

Name: _____ Department: _____

Date of Rating: _____

Job: _____

Classification: _____

1. Knowledge of job

Does the employee consistently demonstrate adequate or exceptional knowledge of the job.

Does the employee have technical, mental and physical skills required to perform the job ?									
Score									
5		4		3		2		1	

Does the employee consistently demonstrate at a proper level knowledge of the job in terms of the requisite job specification? For example, policies, procedures and other technological advances in his/her occupational field.

2. Quality of Work

Is the employee's work output of high quality ?									
Score									
5		4		3		2		1	

Is the employee's work neat, accurate, thorough and acceptable or must the work be redone such that it affects the effort of others and the overall performance of the department?

3. Cooperation

Does the employee relate well with co workers and immediate supervisor?									
Score									
5		4		3		2		1	

Does the employee work effectively with others measurably beyond the requirements of the post (team work). For example playing a particularly constructive role in the immediate work team as well as collaborating well with others outside to the benefit of the department.

4. Responsibility and Accountable

Is the employee responsible and accountable for decisions she/he takes?									
Score									
5		4		3		2		1	

Does the employee accepts responsibility for decisions taken in the course of execution of his/her duties irrespective of the consequences of such decisions.

5. Initiative

Is the employee creative and innovative in his/her job?									
Score									

5	4	3	2	1	
---	---	---	---	---	--

Has the employee initiated any innovation, suggestion or inputs that have impacted positively on the overall performance of the Department and the university.

6. Quantity of work

Does the employee accomplish his/her daily work and tasks assigned to him by the immediate supervisor? Score					
5	4	3	2	1	

Has the employee's been consistently producing satisfactory work output to ensure maximum quantity expected by the Department?

7. Attitude

Does the employee display willingness to work beyond the call of duty when assigned responsibilities? Score					
5	4	3	2	1	

Does the employee exhibit willingness in the manner in which he or she relates to colleagues and customers while carrying out the assigned responsibilities or voluntarily assists others and maintain cooperative relationships.

8. Self Motivation

Does the employee perform his/her duties with minimum supervision in achieving the desired results? Score					
5	4	3	2	1	

Is the employee self-motivated and exercise independence of action or must he/she be prodded into action.

9. Punctuality

Is the employee punctual? Score					
5	4	3	2	1	

Is the employee consistently punctual when reporting for duty

Please mark with an "X" in the appropriate column

Comments:.....

Is any action being taken to help this employee improve his performance o Yes

(Specify on a separate sheet)

What type of training does the employee require?

.....
.....

Why do you think the employee requires this type of training?

.....
.....

Rated by :.....

Signature:.....*Designation*:.....

Date:.....

Score

- A score of 1-39 denotes poor performance
- A score of 40-49 below average performance
- A score of 50-59 Average performance
- A score of 60-79 denotes above average performance
- A score of 80-100 exceptional performance

ANNEXURE “C”



University of Venda
Application for Review of Job Grade
Academic Support Staff

Name of job-holder:	School/Department:
Job Title (as specified on the Job Description):	Reports to (name and job title of line manager):
Current grade of job:	Employee No (Job-holder's Salary No.):

Summary of changes to the job

Please highlight briefly the significant changes that have occurred to the job since it was last graded.

Supporting documentation

Please indicate by crossing (x) in the appropriate box the documentation which is enclosed

Job Description (Mandatory)

Past performance reviews

Proof of educational qualifications

Line manager's comments/recommendation

SIGNATURE OF LINE MANAGER

DATE

I confirm that the job description and information provided above are accurate in relation to my job.

SIGNATURE OF JOB HOLDER

DATE

To be completed by the line manager

Place a cross (x) in the appropriate box below.

I agree that the job description and information provided above regarding the job and employee are factually accurate.

or

I do not fully agree that the job description and/or the information above is factually accurate for the following reasons (expand on a separate sheet if necessary):

I hereby wish to certify/not certify that the factual accuracy of the information above, the job description and performance data have been given due consideration.

Signed by the Dean of School/Support Department Director:

SIGNATURE OF LINE MANAGER

DATE

EXPERIENCE

In order to carry out certain jobs successfully the applicant may need a specified number of years or part thereof of experience in other related jobs. The job description will outline the required jobs and period of time spent in each one of them. The applicant must demonstrate the time spent in each job as well as the competencies acquired.

SPECIAL COMPETENCIES

The job description may require the applicant to possess certain competencies which may fall under one or all of the following categories.

Knowledge (Job Specific Competencies)

In order to carry out a job successfully certain specific competencies are required. These competencies are set out in the job description. They are central to the success of an applicant to carry out a specific job. The applicant may be expected to demonstrate this knowledge through critical incidents.

|