

Integrated Univen People Management Strategy For the Period 2012 to 2016

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***Please note** that the 67 activities and interventions are sequentially numbered for simplicity's sake and for ease of reference.

1. Introduction

People Management at the University of Venda (UNIVEN) involves each and every manager and supervisor in UNIVEN acting as positive enablers and providing a supportive environment towards the efficient and effective execution of the institutional strategy.

The relevant strategic objective of the institutional strategy for the period 2012 to 2016 (#6) refers to *“Integrated Human Resources Management and Development”*. This objective contains particular key performance areas, key performance indicators and targets to be achieved by the Human Resources Department and all Line Managers over this period.

This Integrated People Management Strategy for UNIVEN for the period 2012 to 2016 is thus specifically intended to operationalise the institutional level *“Integrated Human Resources Management and Development”* objective.

These are challenging times for Higher Education. UNIVEN faces increasing financial pressures, arising from a combination of factors such as the global economic slump, the slow growth in government funding and increased pressure to raise third stream income. In addition, we operate within an increasingly competitive environment based on choice, with a new University being established in UNIVEN’s traditional catchment area of Mpumalanga which will compete for both students and staff. It is thus imperative that the University continues to attract quality national and international academic staff as a basis for maintaining and developing our market position, as well as ensuring that in respect of support and service levels we also only attract, develop and retain the best possible staff. Succession planning together with the ‘grow our own timber’ initiative are among the interventions that will contribute significantly to people development at UNIVEN.

The “grow our own timber” strategy will be embedded in our capacity building programmes through Masters & PhDs of our own talented students and then absorbing them into UNIVEN.

Succession planning is about staff who are already in the system and who must be developed by a combination of factors including higher degrees if necessary. The more typical approach is usually about mentoring by senior/executive members to ensure that there is a pool of available replacements for the future.

It is furthermore a stated strategic imperative for UNIVEN to become an employer of choice.

Responding to all these challenges requires a mindset change in the thinking of all line managers in UNIVEN to operating and actively contributing at a strategic level and not only at the traditional transactional/administrative level. This will include moving from a prescriptive to an enabling mindset. In this way all Line Managers and Supervisors need to capacitate themselves to assist with the development of a high performance culture at UNIVEN.

The Integrated People Management Strategy aims to start contributing towards this strategic role by introducing the concept of Talent Management as a key point of departure for organising much of the work of Line Managers and Supervisors. It also groups all the strategic imperatives under either “*High Performance*” or “*Transactional Excellence*” as the two key thrusts of the strategy.

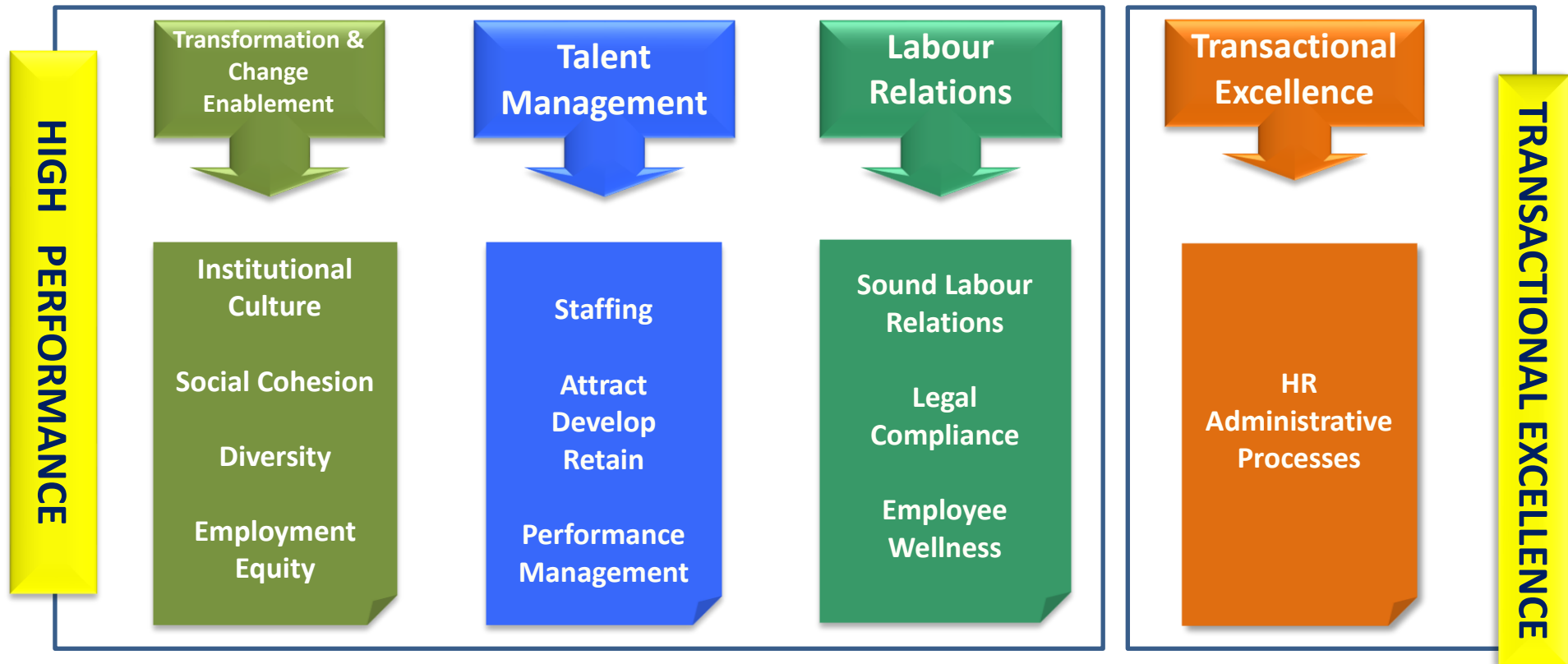
This Integrated People Management Strategy will support the delivery of the University’s Strategic Plan and should thus always be read in conjunction with the UNIVEN Strategic Plan 2012 – 2016.

Additional sources that impacted on the development of the Integrated People Management Strategy include certain of the 2011 HEQC institutional audit recommendations, the Integrated Transformation Plan for the period 2012 to 2016, an HR Departmental SWOT analysis plus the institutional risk management register where it overlaps with the people accountabilities of all Line Managers and Supervisors.

This Integrated People Management Strategy will remain a live document and will be adapted on a regular basis with inputs from stakeholders and with changing circumstances.

2. Graphical High Level Depiction of the UNIVEN People Management Strategy Building Blocks

PEOPLE MANAGEMENT VISION: TO CREATE AND DEVELOP AN INCLUSIVE AND SUPPORTIVE WORKING ENVIRONMENT WHERE STAFF ARE VALUED STAKEHOLDERS AND HIGHLY MOTIVATED THROUGH PROMOTION OF FAIRNESS AND EQUITY UNDERPINNED BY SOUND POLICIES, PRACTICES AND PROCEDURES



UNIVEN Strategic Plan 2012 – 2016: Integrated Human Resources Management & Development

3. Vision, Mission, People Management Strategic Focus Areas, Values and Principles of UNIVEN

- **Vision**

“To be the centre of tertiary education for rural and regional development in Southern Africa.”

- **Mission**

“As a comprehensive institution, the University of Venda offers a range of undergraduate and postgraduate qualifications in fields of study that are responsive to the development needs of the Southern African region, using appropriate learning methodologies and research.”

- **People Management Strategic Focus Areas**

Over the period 2012 to 2016 UNIVEN will focus on the following four strategic People Management areas:

- **Transformation and Change Enablement**
- **Talent Management**
- **Labour Relations**
- **Transactional Excellence**

- **Institutional Values**

UNIVEN is guided by the following values:

- **Quality and excellence:** *Strive to the highest standards as benchmarked and evaluated by peers.*
- **Accountability:** *Commitment to good and responsible use of human, fiscal and physical resources entrusted to us and deliver on and be answerable to our mandate.*
- **Transparency:** *Openness to public scrutiny on our actions, processes and use of our resources.*
- **Integrity:** *Consistently espousing and practicing honesty, truth and freedom in all we do.*
- **Respect:** *Treating all stakeholders with civility and dignity.*
- **Diversity:** *Recognition that diversity and excellence are mutually inclusive, enhancing our teaching, scholarship and community engagement, as well as our ability to interact with all people; and*
- **Social responsibility, community engagement and Ubuntu:** *Contributing to the best extent possible, to the intellectual, social and economic well-being of the communities we serve.*

4. Strategic Goals and Interventions/Activities with Accountabilities and Timelines

This People Management Strategy sets out the activities and interventions that UNIVEN will execute in support of the institutional strategy over the period 2012 to 2016. It will include creating an enabling hi-tech environment for performance.

4.1. Strategic Focus Area: Transformation and Change Enablement

Key Performance Indicators:

- Benchmarked and developed policy on transformation and change management
- Action plans incorporating suggestions/comments made during Rotakuwa workshop, Laetoli report findings, Risk factors, HEQC audit and strategic review workshop held at Porchevilla Hotel
- Social Cohesion Policy (Please also cross-refer to the Integrated Transformation Plan)
- Devise Employment Equity plan and implementation of approved plan for 2012-2016

Targets for 2013:

- Transformation and change management policy approved and implemented
- Implementation of Rotakuwa actions, Laetoli report findings, Risk factors and HEQC actions
- Social cohesion policy awareness sessions, marketing material, discussion groups
- Follow up on the approval of the Employment Equity report by the Department of Labour

Targets for 2014:

- Implement transformation and change management programmes
- Implementation of Rotakuwa actions, Laetoli report findings, Risk factors and HEQC actions
- Social cohesion policy awareness sessions, marketing material, discussion groups
- Set new Employment Equity targets and goals to align them with the revised strategic plan and EE plan

4.1.1. Strategic Goal: To Implement Programmes Designed to Achieve Transformation and Social Cohesion

Currently, the University faces various challenges whose roots are embedded in race, ethnicity, colour, xenophobia and gender, among others. Some of these challenges emanate from imbalances precipitated by past or even current policies. Therefore, there is need for the University to critically examine those issues with a view to introduce an effective transformation programme that would elicit social cohesion.

Transformation at the University of Venda encompasses programmes that are designed to achieve collective consciousness among all categories of staff. The implementation of the programmes seeks to restore University pride, sense of belonging as well as to reinvigorate and revitalise the desire to achieve excellence.

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
1	Benchmarked and developed plan on transformation and change enablement	Benchmarking to be concluded by mid 2013 and approved by Council September 2013.	DVC: Operations	Approved policy
2	Social Cohesion Policy to be developed	Refer to the Integrated Transformation Plan – finalised first quarter 2013	Mr C Hagenmeier	Approved Social Cohesion Policy
3	Develop action plans flowing from Rotakuwa sessions where all staff participated; HEQC audit and the Porchevilla strategic planning workshop	All issues identified, action planned and monitored monthly by structures.	DVC: Operations & Directors, HR, Finance, CHETL and IPQA	Developed and approved action plans
4	Workshops focusing on human rights and transformation in South Africa/Social Cohesion	Two workshops to be conducted together with posters and pamphlets in 2013.	Mr C Hagenmeier, Ms A Lansink & Mr P Rachidi	Good knowledge of the human rights embedded in the Constitution across a majority of staff; a shared understanding of transformation and Social Cohesion
5	Team building workshops – all environments	Identification of potential hot spot areas to be workshopped first and thereafter the rest. At least 20 team building exercises to be conducted in over the next three to five years.	Mr C Hagenmeier and Mr T Manenzhe and Mr P Rachidi	Socially cohesive teams established in all environments Communication channels agreed upon and usage monitored
6	Advocacy on change enablement and diversity	Identification of a set of actions to sensitize management before decisions are taken on change enablement and diversity through quarterly meetings	EMC, Mr C Hagenmeier & Ms A Lansink & Mr T Manenzhe, Structures	No unfair discrimination or xenophobia at UNIVEN

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
		with structures by end May 2013.		
8	Employment Equity – ongoing monitoring of the adherence to the Plan and fully compliant annual EE reporting to the DOL	Awareness through interviews and monthly monitoring of employment and comparing with plan.	Mr T Manenzhe	Monitoring executed and reported on, no queries received from the DOL on the annual EE report
9	Create Staff Awareness	Create Transformation and Social Cohesion Awareness through planned sessions with all staff and monthly monitoring of implementation. To be implemented in 2013	Mr T Manenzhe and Mr T Dzaga	Developed and approved action plans
10	Create Student Awareness	Create Transformation and Social Cohesion Awareness through planned sessions with students and monthly monitoring of implementation. To be implemented in 2013	Rev S Nedohe and Mr T Dzaga	Developed and approved action plans
11	IT and Facilities enablement of transformation	Determine IT and Facilities requirements for Academic Project enablement and monitor implementation. To be implemented as per 2013/2015 masterplan.	Mr J Vele, Mr H Nesane and Prof T Ngobeli	Implementation of HEQC actions

4.2. Strategic Focus Area: Talent Management

Key Performance Indicators:

- Benchmark and develop effective recruitment and retention strategies for all staff
- Evaluate, implement and monitor the process of obtaining work permits for expatriate staff
- Remuneration conducive to attraction/retention

- Developed and benchmarked selection methods to ensure that the best qualified applicants are hired
- Benchmarked and developed performance management policy, system and assessment procedures
- Development of management development programs
- Approved Staff development strategy
- Conduct employee job satisfaction, organisational commitment and turnover surveys
- Identify training needs based on development areas identified from Performance Agreements

Targets 2013:

- Turnaround time of the recruitment of staff and the processing of work permits of foreign staff: To be finalised within two months
- Appointment of Chairs, emeritus professors, visiting academics and senior professors
- Benchmark and develop recruitment and retention strategy
- Development and approval of compensation management strategies to attract and retain staff
- Benchmarking and development of employee selection models including psychometric tests
- Developed and approved Performance Management Policy, systems and assessment procedures
- Identification of training and development needs and capacity development including engagement of postgraduate students and teaching assistants in line with the “Grow our own timber programme”
- Development and approval of staff development strategy
- Identification and appointment of a consultant with expertise and a verifiable track record to conduct employee surveys

Targets 2014:

- Implement and monitor the process of obtaining work permits for expatriate staff as a Large Account holder with the Department of Home Affairs
- Recruitment, selection and appointment of Chairs and Visiting scholars to provide leadership in research
- Update Recruitment and Retention Policy
- Implement total cost to institution
- Implement performance management and cascade it to lower management and operational levels
- Implement the training and development needs identified by line managers
- Implement the reviewed and approved employee selection models

4.2.1. Strategic Goal: To Recruit and Retain Suitably Qualified and Competent Staff

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
12	Benchmark and develop recruitment and retention strategies for all staff	Recruitment and retention strategy approved by Council in September 2013. Staff skills assessment to be completed by August 2013.	Mr T Manenzhe	Documented and approved recruitment and retention strategies Do staff skills assessment.
13	Evaluate, implement and monitor the process of obtaining work permits for expatriate staff – Quantified time benchmark to be set and agreed	Specific responsibility allocated in HR Department to manage and monitor work permits for expatriate staff	Mr T Manenzhe	Performance Data on obtaining work permits meet or exceed benchmark in 90% of cases
14	Establish strong working relationship with the Department of Home Affairs and implement and monitor the process of obtaining work permits for expatriate staff as a Large Account holder with the Department of Home Affairs	Two monthly meetings with Home Affairs	Mr T Manenzhe	Ditto as immediately above as well as Large Account Holder status with Home Affairs
15	Develop clear guidelines on how to secure different work permits including accompanying spouse and children	Clear guideline document to be drafted and approved by EMC for submission to all expatriate staff	Mr T Manenzhe & Mr C Hagenmeier	Documented guidelines
16	Analyse the relationship between remuneration and attraction/retention	Annual remuneration review to be done in conjunction with Remchannel to ascertain where UNIVEN should peg its remuneration for Academic and Support staff.	Mr T Manenzhe and Mr V Sigama	Remuneration that allows attraction and retention of the best possible staff. Clear promotion policies and practices implemented.
17	Develop and benchmark selection methods to ensure that the best	Interview processes and procedures to be benchmarked and	Mr V Sigama	Documented and benchmarked selection

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
	qualified applicants are hired	reviewed annually. First review to be completed end February 2013.		processes. Implement job evaluation system.
18	Conduct employee job satisfaction, organisational commitment and turnover as well as on-boarding satisfaction surveys and customer satisfaction surveys	Annual UNIVEN climate surveys; Internal customer satisfaction surveys to be done twice per annum	Mr T Dzaga	Customer Conducted at the agreed frequency with positive results being reported. Ascertain any possible tax saving exercises for staff and implement.
19	Shorten turnaround time for appointments and renewal of contracts to eight weeks	New procedure on appointment turnaround and additional staff member to be appointed by end first quarter 2013	Mr T Manenzhe	Turnaround times that are measured and 90% comply with the standard
20	Compile staff turnover reports and analyse underlying trends	Staff turnover reports to be submitted to EMC on a monthly basis indicating resignations and exit interview reports.	Mr T Manenzhe and Mr V Sigama	Accurate Reports are compiled and submitted at agreed frequency and data is analysed for trends, with any areas of concern being explicitly escalated
21	Support line managers by assigning dedicated administrative support staff to deal with recruitment needs	Restructuring of Human Resources Department and informing clients before end 2012.	Mr T Manenzhe	Staff assigned as intended
22	Sign service level agreements with line managers	Service Level agreements between support functions and academic functions will be finalised by end February 2013	DVC: Operations	Signed service level agreements with line managers that contain quantified service levels and turnaround times
23	Improve management of	Finance, Facilities, ITS	DVC: Operations	Turnaround times

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
	renewal of contracts of employment	and Security to schedule expiry dates and start tender processes four months ahead of expiry dates.		that are measured and 90% comply with the standard
24	Partner with line managers in addressing their emerging human resources priorities	Discussion at EMC level twice per annum	EMC	All Line Managers report pro-active service being received from HR

4.2.2. Strategic Goal: To Support the Development of our Employees

It is imperative for the University to mount a staff development programme as a key pillar of integrated human resource development. Other key facets of staff development include training, induction, exchange visits based on strategic placement for purposes of exposure and learning. Against this background UNIVEN recognises the importance and relevance of a variety of learning and development inputs and will facilitate these.

These will include:

- **Short workshops and seminars alongside longer programmes:** Accredited where necessary, internal development events may include expert input and facilitation from inside and outside UNIVEN.
- **Coaching:** Provides a facilitated means of working with individuals to assist in enabling them to identify how they can develop their skills, through one-on-one discussion, reflection and feedback. Training Staff must be trained in coaching techniques.
- **Mentoring:** Expert individual support which enables discussion, reflection and guidance on key issues which provides ongoing support and develops learning and confidence. Mentoring opportunities can be arranged internally or externally and can often be identified via individual professional networks.
- **Work Shadowing:** Structured formalised shadowed within or outside of UNIVEN (HELM programmes) – provides practical insight in to key activities and experiences and how these are handled and managed.
- **Action Learning:** Small groups of participants work within a structured facilitation group to explore key issues and solutions. Action learning sets often form part of wider management or leadership development programmes.
- **E-enabled Learning:** UNIVEN must realise the potential of e-learning packages where appropriate and where this suits individual learning styles. Organisational Development and Training must identify such packages.

- **Experiential Learning:** Exposure to different activities, work based problems/challenges or working methods – with relevant supervision and support as a basis for experiencing direct, different aspects of work and developing learning accordingly. These are most often organised within existing Departments or Schools and are largely arranged by line managers.
- **Feedback and Reflection:** The importance of management or expert feedback on key aspects of an individual member of staff's work as a basis for learning and development.
- **Study Leave and Secondments:** Temporary assignments to different roles within or outside of UNIVEN as a basis for facilitating learning and development.

It is important to note that staff training and development at UNIVEN is facilitated across by three different Departments:

- The Director: Human Resources is responsible for the provision of leadership, management development and general skills development; and
- The Director: CHETL is responsible for the provision of training and development designed to support the University's Learning and Teaching Strategy, and
- The Director: Research is responsible for Research training across Schools.

It is the responsibility individual staff members to work together with their line Managers to regularly assess their performance and for the identification and facilitation of training and development needs within their area of responsibility.

A Staff Development Committee exists as an internal management mechanism regarding training and development.

The terms of reference for the UNIVEN Staff Development Committee are to:

- develop and review policy on staff development and the implementation of the approved policy for the University;
- assess training needs, especially having regard to outcomes from the performance appraisal process;
- advise on the needs of both academic and professional staff in staff development and training;
- approve courses/programs proposed to be included in the Organisational Development and Training programme;
- propose an annual budget for central staff development activities and deploy it appropriately when allocated;
- coordinate the UNIVEN staff development program with programs which are external to the University; and
- report regularly to the Vice-Chancellor and submit an annual report to Senate.

The Staff Development Committee is comprised of the following:

- Vice Chancellor and Principal or his/her representative (Chair)

- Deputy Vice Chancellor Academic/Operations
- University Registrar
- Director: CHETL
- Director: Research
- Director: Human Resources
- Director: Finance
- Two Deans
- One representative of Senate to Council
- One representative of the Employment Equity Forum
- One representative of internal structures or Organised Labour
- Director: Physical Planning and Infrastructure Management
- Director: Student Affairs

The Staff Development Committee will conduct ongoing training needs analysis to validate existing courses and identify new requirements. The analysis will identify the training required for career advancement and enhancement of the performance of academic and professional staff in their current jobs through development of the requisite knowledge, skills and attitudes.

Training needs analysis will ensure the Staff Development Program meets organisational needs and identify target participants for development activities. This program will also list recommended courses offered by other organisations, and other internal and external providers of management and corporate training indicating target participants and comparability, if any, with University offerings.

The Staff Development Committee is responsible for the following functions:

- Ensuring that staff training, learning and development are aligned to the vision and mission of the University.
- Raising awareness on the importance and need for effective staff training, learning and development.
- Ensuring the development and implementation of the Workplace Skills Plan, which is aligned to the vision and mission of the University, Sector Skills Plan and the National Skills Development Strategy.
- Ensure that the Workplace Skills Plan is aligned to the Employment Equity Plan and Business Plan of the University.
- Ensuring the provision of quality and effective training, learning and development programmes.
- Assessing the effectiveness of strategy, policy, procedures, programmes and systems relating to staff training, learning and development.
- Appointing the Skills Development Facilitator and evaluating his/her effectiveness.
- Assisting in the drafting of reports for submission to the ETDP-SETA.

An annual University Staff Development Plan will be developed, implemented and continuously monitored in order to ensure the integrated strategy balances:

- the needs of the University to ensure it has skilled staff with the needs of all individuals to maximise their potential and develop a satisfying career;

- the need to assist staff to perform their present duties more effectively with the need to prepare staff for changing duties and more senior responsibilities, and to respond to changes in the internal and external environment, especially in relation to changing skills requirements; and
- the needs of staff at various levels of UNIVEN.

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
25	Conduct a comprehensive skills audit	Skills audit planned for first semester 2013	Mr P Rachidi and Mr T Manenzhe	A completed and documented skills audit that provides usable information as a source for targeted training interventions to address gaps
26	Craft a human resource development plan based on identified skills gaps and priority areas in accordance with the 2012-2016 UNIVEN Strategic Plan	HRD Plan to be compiled after skills audit for submission to September 2013 Council meeting and implementation from fourth quarter 2013	Mr P Rachidi	Documented overall HRD plan
27	Development of management development programmes	Identification of management development plans for HOD's and line managers	Dr C Ndebele, Mr P Rachidi and Mr T Manenzhe	Documented management development programmes
28	Approved Staff development strategy	Staff Development strategy will be finalised after the Skills Development Audit in 2013	Dr C Ndebele, Mr P Rachidi and Mr T Manenzhe	Approved Staff development strategy
29	Identify training needs based on development areas identified from Performance Agreements and formulating personal development plans linked to job profiles and the University strategic objectives	Staff Development to assess all Performance Agreements for the Development needs and then interact with staff to arrange for interventions by end first quarter 2013. Forth monthly performance discussion must take place.	Mr P Rachidi and Dr C Ndebele	Documented PDP's for all employees that meet the stated requirements. Regular performance feedback discussion minuted.

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
30	Benchmark training with national and international higher education institutions followed by evaluating existing training programmes with a view to implement state of the art training interventions.	Benchmarking visit by Mr Rachidi to be done in first quarter 2013. Develop assessment instrument for training and implementability of new knowledge by June 2013	Mr P Rachidi Dr C Ndebele Prof D Ekosse	A documented benchmarking report & a documented improvement plan

4.2.3. Strategic Goal: Succession Planning

Succession planning is an important component of the integrated human resource development strategy of UNIVEN. It entails grooming a generation of competent leaders and scholars who will sustain high performance standards. The senior administrative and academic staff would be contracted as coaches and mentors of junior personnel and promising students.

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
31	Review the human resources policies to create an enabling environment for the successful implementation of succession planning; including alignment of succession planning with other HR policies	Policy review completed end May 2013 and changes implemented	Mr T Manenzhe	Documented review and all HR policies aligned where required to enable the implementation of succession planning
32	Review the current organisational structure and align it with succession planning	Key posts identification to be completed end second quarter 2013	EMC	Documented identification of key positions on which succession planning efforts will initially focus
33	Developing a detailed succession planning process and secure buy-in from the University community	Identify elements of system and building blocks and compile system by end May 2013. Key posts identification to be completed end second quarter 2013	EMC	Documented and approved succession planning process signed off by all senior line managers and joint structures
34	Benchmark succession	All HEI to be	Mr T Manenzhe	Documented

	planning with other institutions	benchmarked and private sector benchmarking may also be considered by not later than end June 2013		benchmarking report
35	Training, induction and regular engagement of managers on the importance of succession planning	Four workshops and awareness sessions to be conducted before June 2013	Mr T Manenzhe	Actual training sessions conducted with all senior line managers. Create a pool of potential successors for key posts.
36	Develop a formal mentorship, coaching and succession planning programme	Finalise criteria for selection as mentor. Request permission for mentorship by end February 2013	EMC and HR	Documented mentorship, coaching and succession planning programme
37	Contracting experienced experts to be coaches and mentors of junior personnel and promising students	Finalise call for mentors and coaches. Assess application and select best by mid-2013	Staff Development Committee	Contracting arrangements with coaches and mentors in place. Ensure proper matching between coach and protégé. Monitor performance of coaches and mentors on this matter
38	Identify multiple successors for key posts through an extensive process of assessment	Finalise list of potential successors by end June 2013	SMC task team	Complete list and start with focused training
39	Capacity building in order to improve leadership capabilities and employee performance through mentorship, coaching and training	Three workshops to be conducted in 2013	Mr P Rachidi	Training sessions conducted for senior line managers on coaching and mentoring skills

4.2.4. Strategic Goal: Growing our own Timber

Growing our Own Timber initiative, is an important component of the integrated human resource development strategy of UNIVEN. It entails grooming a generation of competent leaders and scholars who will sustain high performance standards. Senior administrative and academic staff would be contracted as coaches and mentors of identified “Growing our Own Timber” process. The “grow our own timber” strategy must be embedded in our capacity building programmes through Masters& PhDs of our own talented students and internship programmes, and then absorbing them into UNIVEN through a “Match and Place” process because they have already undergone interviews and are either Interns and/or Growing our Own Timber candidates. Dedicated senior managers are charged, as an added responsibility, the task of resourcing this project, with a committee, including fund raising etc.

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
40	Aligning HR policies to support the recruitment of post-graduate students and interns with potential to be appointed as Teaching Assistants/ Junior Lecturers/Admin staff	Second quarter 2013	Mr T Manenzhe	A material year-on-year increase in the number of post-graduate students and interns with potential appointed as Teaching Assistants and Junior Lecturers/Admin staff
41	Draft Grow our Own Timber strategy and implementation plan	Completed and recommended to Council second quarter 2013	DVC: Operations, DVC: Academic, Registrar and HR	Strategy approved by all structures and implemented mid 2013
42	Embed “grow our own timber” targets as one of the key performance areas for all line managers	All line managers workshopped and made aware of targets mid 2013	Mr T Manenzhe	“GOOT” targets set as a KPA for all line managers
43	Training, induction and regular engagement of managers on the importance of identifying talent and recording potential	Talent to be recorded by Mr P Rachidi and regularly reported to EMC, Staff Development Committee and HR Committee	Mr P Rachidi Mr T Manenzhe	Actual training sessions conducted with all senior line managers
44	Develop a formal mentorship, coaching and Grow your Own Timber	Programme benchmarked and approved by second	Mr P Rachidi	Documented mentorship, coaching and Grow

	programme	quarter 2013		your Own Timber programme
45	Contracting experienced specialists to be coaches and mentors of junior personnel and promising students.	Identification completed mid-2013 and contracts in place by end June 2013	EMC	Contracting arrangements with coaches and mentors in place Ensure proper matching between coach and protégé. Monitor performance of coaches and mentors on this matter
46	Capacity building in order to improve capabilities through mentorship, coaching and training	Identify coaching agreement between coach and protégé and reporting interval to HR	Mr P Rachidi	Training sessions conducted for coaches on coaching and mentoring skills

4.2.5. Strategic Goal: To Manage Performance and Improve Productivity for Sustained Organisational Effectiveness

The University acknowledges that the management and monitoring of performance at organisational business unit and at individual level is key for the success of the University. This is vital as staff members need to have a very good understanding of what is expected of them and must be provided with regular feedback on their performance.

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
47	Develop a performance management policy	Performance management policy accepted by Council September 2013 and to be workshopped with section heads and HOD's by end second quarter 2013	Mr T Manenzhe	Documented and approved performance management policy
48	Cascade performance management to all levels of staff	Divisions to finalise cascading process by end 2012 for full implementation 2013	EMC	Performance management is applied at all levels
49	Development plans to be agreed upon after every	Close co-operation between line	Line Management	Development Plans for all staff

	performance session	managers and Staff Development to ensure development plans are agreed upon and implemented.	and Staff Development	implemented
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4.3. Strategic Focus Area: Labour Relations

Key Performance Indicators:

- Promote sound labour relations
- Compliance with relevant labour legislation
- Implement labour relations management programs for senior management and line managers

Targets 2013:

- Approval and implementation of benchmarked Grievance Procedure and Dispute Resolution strategy
- Arrange and conduct workshops and training on labour relations for senior and line management

Targets 2014:

- Conduct workshops for all staff members on the revised Disciplinary Code of Conduct Procedure Manual for staff
- Conduct training and workshops on labour relations for senior management

4.3.1. Strategic Goal: To Promote Sound Labour Relations and Employee Wellness in the Workplace

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
50	Educating and creating awareness of employees on policies and procedures, including the implications of not adhering to them including educating the University community on the content and application of the new Disciplinary Procedure manual	Workshops for all new staff and refresher workshops for all exiting staff twice per annum. Workshops on management of Discipline Awareness workshops throughout	Workshop to be arranged by Employee Relations Manager & DVC: Operations and all Operations structures	Multiple workshops conducted on the topic and attended by no less than 80% of all staff

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
		UNIVEN		
51	Approval and implementation of benchmarked Grievance Procedure and Dispute Resolution strategy including the possible inclusion of mediation and conciliation/ Alternative Dispute Resolution	Revised Disciplinary Code to be consulted and to be approved at June 2013 Council meeting	Mr T Manenzhe and Employee Relations Manager	Approved and implemented
52	To Create awareness of harassment in the work place and of effective ways to address the issue	June 2013	Labour Relations Manager	Campus-wide poster campaign regarding harassment and how to deal with it successfully executed
53	Facilitate regular engagements with staff and internal structures to share information on various strategic matters that affect employees e.g. decision making processes	Monthly meeting between DVC: Operations, relevant Directors and structures as well as sessions with students to identify issues and monitor progress.	DVC: Operations	Objective 15 of the Integrated Transformation Plan has been achieved
54	Organising workshops designed to develop team work of internal structures on how to deal with labour relations issues	Two workshops to be designed per annum facilitated by independent body to ensure open and frank and transparent discussions	Vice Chancellor	Workshops conducted and knowledge transferred
55	Proactive and timely resolution of employees' issues through regular consultation and information sharing forums with staff in such a way that everyone feels and believes that their viewpoints shape management decisions that	Monitor, grievance dates, turnaround times and manage lapses. Report on lapses and take corrective measures	DVC: Operations	Objective 15 of the Integrated Transformation Plan has been achieved

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
	are taken			
56	Training of line managers on the handling of internal disputes and disciplinary cases	Workshops on management of Discipline	Employee Relations Manager	Training sessions conducted and attended by no less than 80% of the target population
57	Wellness interventions to lead to improved physical and mental health of employees. Focus must include HIV/Aids	Monitor performance of ICAS Report utilisation to all parties	Employee Relations Manager	Wellness programme shows a year-on-year improvement in levels of physical and mental health as measured against a baseline using appropriate proxies (e.g. sick leave patterns)

4.4. Strategic Focus Area: Transactional Excellence

Key Performance Indicators:

- Reviewed, redesigned and restructured organogram
- Approved organisational designs
- Job evaluation implementation
- Improved HRIS
- Reduced turnaround times for HR processes

Targets 2013:

- Implement Job Evaluation system and evaluate all jobs
- Review and Benchmark HRIS
- Identification of bottlenecks that leads to delays in HR processes
- Academic, Operational and Registrar's organisational structures reviewed and approved

Targets 2014:

- Implement the reviewed and approved organogram of the Academic and Registrar's divisions
- Implement approved structure, job profiles, all jobs evaluated and skills audit conducted
- Implement improved HRIS
- Streamline and implement improved/faster HR processes
- Filling of vacancies through match and place, recruitment, selection and placement strategy

4.4.1. Strategic Goal: To implement competitive and market related remuneration packages based on Total Cost to Company and Job Grading

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
58	Implement market-related and affordable remuneration packages based on TCTC	Each staff member to receive before TCTC and after TCTC comparisons. Annual review based on Remchannel.	Ms N Dhumazi	Market related and affordable remuneration packages
59	Issue revised employment contracts for all staff	All new contracts submitted to staff and any queries dealt with successfully	Mr V Sigama	All revised contracts successfully issued and all challenges successfully dealt with
60	Provide the basis for conducting annual remuneration consultations with internal structures	Market comparisons, detailed market analysis on macro-economic factors, financial modelling used, benchmarking done.	Ms N Dhumazi	Required basis and support satisfactorily provided
61	Benchmark our remuneration packages against Remchannel remuneration surveys for proper alignment	Once per annum	Mr T Manenzhe	Benchmarking reports received, analysed and reported on in strict confidence
62	Introduction of a grading system to create harmony between remuneration packages and job grading	Update of Job Descriptions and Job Evaluations to ensure correct placement of Jobs	Mr T Manenzhe	Job Grading completed for all positions and resultant remuneration anomalies identified with action plans as to how to address same
63	Review of the conditions of service to align them with the new remuneration and benefit structures	Consult on updated Conditions of service such as Grievances, Disciplinary Code and review others such as Match and Place policy.	Mr V Sigama	Documented review and concrete proposals on what is to be done to achieve the intended

				alignment
64	Conduct consultations/negotiations with internal structures based on affordability (Structures want to change to “inflation adjustment plus premium”)	Consultations/negotiations to start annually in June and to be concluded in August 2013	Mr T Manenzhe Ms N Dhumazi	Negotiations successfully conducted

4.4.2. Strategic Goal: To Improve Service Delivery and Internal Communication and Administration

#	Intervention/Activity	Frequency or Deadline/s	Accountable	Desired Outcomes
65	Leverage technology to streamline HR service processes and improve access to employee information	Joint project on HRIS successfully implemented between HR, ITS and ICT	Mr V Sigama	HRIS shows a measureable improvement in HR service delivery
66	Secure offices for all new staff to provide a productive and conducive work environment	Allocate certain offices from 2013	Mr H Nesane Mr T Manenzhe Relevant Line Manager	Office space issue successfully addressed
67	All service functions to visit line managers and attend specific School Board meetings and other fora to listen to staff complaints and compliments	Quarterly visits by service functions	Directors of all service functions	All line managers visited at least once in six months and all School Board meetings etc attended by senior staff from service functions
68	Streamline HR business processes & improve turnaround times	Workshop to interrogate all HR business processes before end 2012 to determine streamline roll-out. SLA's agreed with all Academic Division , Registrar's Division and the other Departments in Operations Division before end June 2013	DVC: Operations Mr T Manenzhe	Measurable improvement in HR processes. Turnaround times as contracted in SLA's with line managers are consistently being met 90% of the time

69	To manage people risks	People Risks identified and identified actions successfully addressed	Service department directors	People related risks identified and risk mitigation strategies documented and approved (Also see risk register)
70	To provide accurate and reliable HR data through regular management reporting to facilitate decision making	Monthly detailed data submitted on approved template to DVC: Operations	Mr T Manenzhe	All HR data supplied timeously and accurately and all <i>ad-hoc</i> HR data requests are met satisfactorily
71	Univen's organisational structures reviewed	Workshops with three Divisions in 2013 second quarter to finalise.	Mr V Sigama	Redesigned structures approved
72	HR Data Clean up in conjunction with ITS	Relevant section staff to be trained on ITS, workshop in first six months of 2013 and all data revisited and cleaned-up	Mr V Sigama	Data clean up exercise concluded

5. Conclusion

It is firmly believed that the successful execution of the numerous activities and interventions as foreseen in this Integrated People Management Strategy will go a long way towards contributing to the transformation of the staff at UNIVEN to assist them to create an enabling environment with modern Human Resources Management skills that will assist in UNIVEN to become an employer of choice.

This transformation will allow all staff to measurably and actively contribute towards the realisation of the University's institutional level strategic objectives.

All employees within the HR Department have been asked to pledge their full support for the Integrated People Management Strategy and the response has been overwhelmingly positive. The same will be requested from Line Management and Supervisors in the rest of UNIVEN.

6. Recommendation

The Human Resources Committee is requested to approve this People Management Strategy in principle as a base and guideline document to guide the Management of Univen in managing its People Complement in an effective and efficient way.

Compiled by: Laetoli Consultants with variety of documentation inputs from Univen

Submitted by _____

Date: _____

Director: Human Resources

Recommended by: _____

Date: _____

Deputy Vice Chancellor: Operations

Approved for Submission to Human Resources Committee: _____

Vice Chancellor and Principal

Date: _____