

THE DEVELOPMENT CYCLE

Pilot project

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GUIDELINES TO THE DEVELOPMENT CYCLE PROCESS FOR SUPPORT STAFF

Table of Contents

What is a staff development cycle?	2
Why a staff development cycle ?	2
What benefits do have the development cycle have for the staff member?	2
The development cycle	3
1. Development conversation.....	3
2. Completion of the Personal Development Plan (PDP)	5
3. Internal training opportunities available	6
Manager/Supervisor approval of the PDP.	7
Review the progress.....	7
Inputs and outputs of the Development cycle	8
Role responsibilities in the development cycle	10

What is a staff development cycle?

It is a systematic approach to identify the staff member's development needs in light of his/her current contribution in the work place as well as any career aspiration if required.

This development cycle is a partnership between manager and staff member to identify development needs.

Why a staff development cycle?

The development cycle will allow a staff member and his/her manager/supervisor to focus on the staff member's current contribution and development needs in light of the employee's current contribution. Additionally the development cycle will:

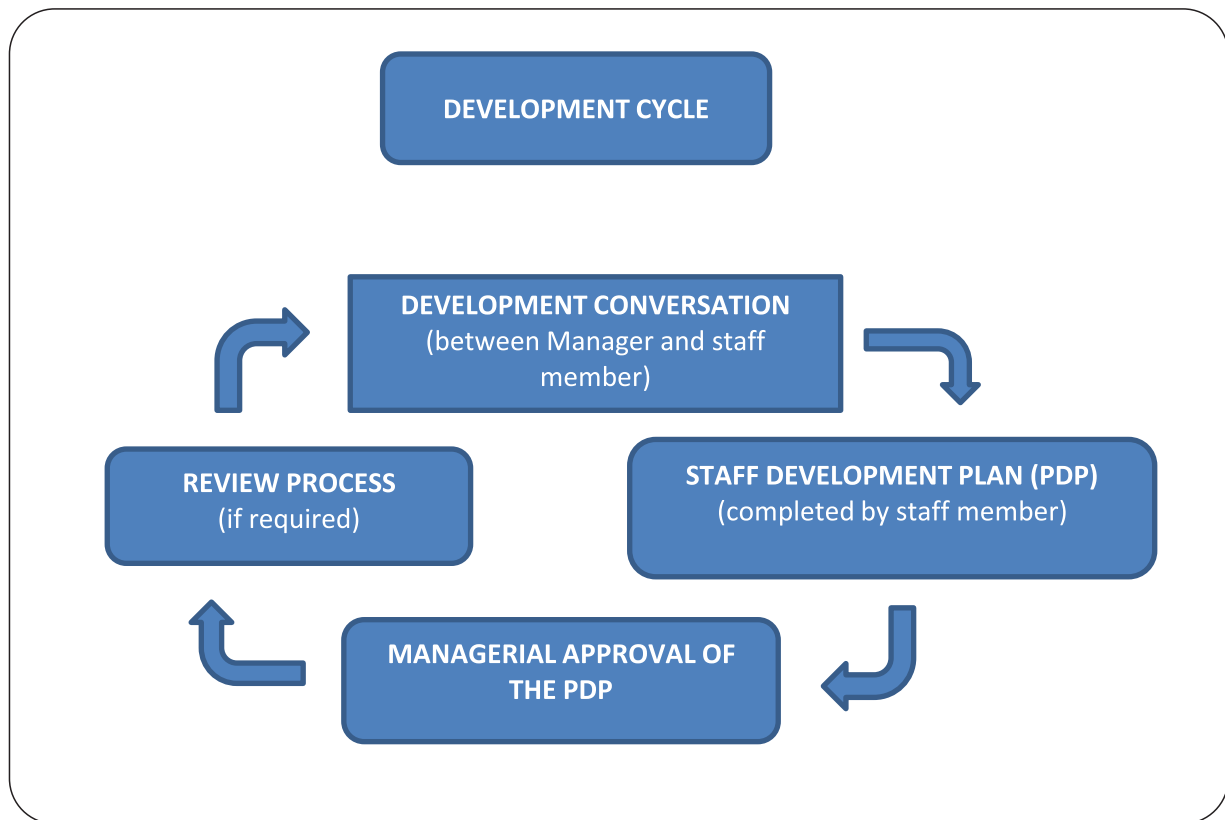
1. Encourage a culture of continuous learning and improvement of skills from the staff member, through career discussions.
2. Apply the principles of growth, feedback and accountability in their daily work.
3. Demonstrate the University's commitment to developing and retaining the talents of staff.
4. Support the Employment Equity drive.

What are the benefits of the development cycle for a staff member?

The benefit of the development cycle is to assist staff members to reach their full career potential and to achieve their work goals through:

1. The utilising of available professional development opportunities
2. Regular, meaningful development conversations with their supervisor
3. Clearly identifiable and documented development plans that create an awareness of the staff member's contribution toward achieving the set goals. These goals will be KRA's, competency and project specific driven.

The development cycle



Aspects within the cycle:

1. Development conversation

The development conversation is an interaction between manager/supervisor and staff member that focuses on:

- a. The staff member's current contribution, and the development needs in light of the current contribution;
- b. The career aspirations and development needs in light of those aspirations.

The Development conversation is to provide balanced feedback and set the tone for goal setting in the Personal Development Plan (PDP). The discussion must also allow for reflecting and sharing ideas regarding future career aspirations of the staff member. The following aspects are applicable to the conversation:

- 1.1 Schedule the meeting for a mutually suitable time and date, in a private location, free from interruptions. See below for an example of notifying the staff for such a conversation.

Template: Inviting staff for a conversation

Staff member

To finalise your career development needs for the next year, I am planning to have a development conversation with all staff members in our Department. Subsequent to the above, I would like to invite you to such a development conversation. The development discussion forms part of a newly introduced development cycle, which will be explained in detail to you during the conversation.

Although the format of the discussion will be informal and explanatory, it will assist in the conversation flow if you could do the following preparation:

1. Some thoughts regarding your strengths and possible areas for development in relation to your job profile.
2. Any specific development required to assist you in your KRA's and competencies.
3. Please bring along any documentation (emails, meeting notes etc.) that will support the above view.

The details of the meeting are:

- Venue:
- Date :
- Time :

I am looking forward towards our discussion.

Manager /Supervisor

- 1.2 Using the portfolio of evidence illustrating the staff member's strengths and areas of development against his/her job profile. The information gathered must be an honest reflection of the current work performance of the employee in order to provide a balanced view; and should not just be focused on wrong doings or poor work performance/behaviour. The gathering of information can be supported by;
 - notes, reflecting the various discussions/meetings over the last 12 months;
 - any emails or correspondence reflecting the above;
 - outputs and career progress during the past 12 months in relation to the member's KRA's and competencies.
- 1.3 Discuss the staff member's career aspirations, strategies to achieve these aspirations, annual achievement indicators and work allocations.
- 1.4 Maintain a relaxed atmosphere during the discussion, which will enable the member to formulate the goals spontaneously.
- 1.5 Explain the process of the development cycle, the PDP layout (with specific reference to the concept of SMART goals) and agree on a completion time for the PDP. In order to

maintain the benefit of the conversation, completion of the PDP within three weeks after the conversation, is recommended.

2. Completion of the Personal Development Plan (PDP)

Staff members will complete the PDP based on the development conversation. The goals will be formulated to a large extent during the development conversation. The member can now finalise these goals and determine what methodology will be most suitable in achieving the goals.

In the PDP, space is provided to note any future career aspirations. This will be applicable if the member is comfortable and effective in his/her current role and have aspirations regarding a different role. The strategy to position him/her for the anticipated role should be clear, starting with a sound knowledge of the job description. The staff members should be aware that sufficient skills and the existence of a vacancy are key factors to realise this aspiration. Managers/Supervisors need to be careful in creating expectations during the conversation e.g. leaving the member with the impression that the position is reserved for him/her and thereby ignoring the recruitment and selection process. Managers must assist staff in completing the PDP (where required).

Template :Personal Development Plan



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PERSONAL DEVELOPMENT PLAN (PDP)

Name		Department	
Staff no		Race / gender	
Job title		Division	
Years in post		Job grade	

1. Based on your Development conversation, how would you describe the following, based on the **last 12** months :

Strengths	Areas of Development

2. How would you address the identified areas of development during the **following 12** months ?

Development area to be focused (as per above)	Development objective (SMART) Specific, Measureable, Attainable, Relevant, Time bound	Strategy to assist in achieving these objectives (training courses, mentoring required etc.).	Service provider (Internal or external)	Progress feedback
1.				

3. How would you address any **future** career aspirations ?

For the foreseeable future, I am comfortable in my current job.			
			OR
Aspirational role in the future	Strategy to achieve the skills to perform the role (job profile understanding, development etc.)	Expected timeline of the strategy	

4. Signature block

Employer	Employee	Date

3. Internal training opportunities available

To assist during the planning of required training interventions, a schedule of all available training will be available. If external service providers are used, an estimate costs associated with external development must be obtained and noted.

Template : Internal training opportunities available

INTERNAL DEVELOPMENT OPPORTUNITIES AVAILABLE (excluding Academic specific courses)		
OPPORTUNITY	NATURE OF THE OPPORTUNITY	WEBSITE REFERENCE
1. Basic Computer literacy	Very basics of how to use a mouse and then systematically develops the learner's ability to the point of being able to create typed documents, gather information from the World Wide Web, send emails and manage files.	http://www.ru.ac.za/staffdevelopment/developmentcourses/itcourses/basiccomputerliteracy/
2. Microsoft courses	The IT training courses are offered for the purpose of developing Rhodes Staff members in the field of IT so as to improve their effectiveness and efficiency in their work places. The Microsoft course presented are : Word, Excel and Outlook. All are presented at an introductory and advance level.	http://www.ru.ac.za/staffdevelopment/developmentcourses/itcourses/itraining/
2. Certificate in Office administration	This programme aims to equip learners with critical knowledge and skills to be effective office administrators.	http://www.ru.ac.za/staffdevelopment/developmentcourses/officeadmin/
3. Certificate in Supervision (not available in 2014)	This programme aims to equip learners with critical knowledge and skills to be effective supervisors. The course assessment requires application of the knowledge within the workplace thus the learner must be currently in a supervisory job or working towards a supervisory position or role. The learner's own knowledge and experience is the foundation on which the course develops further learning.	http://www.ru.ac.za/staffdevelopment/developmentcourses/supervision/
4. First Aid	First Aid is the help provided to a sick or injured person needing urgent medical support. It covers an extensive range of health situations and includes skills and specific knowledge, as well as the ability to evaluate situations and making correct decisions.	http://www.ru.ac.za/staffdevelopment/developmentcourses/firstaid/
5. Safety Workshops	Workplace accidents are caused by unsafe conditions and unsafe acts or a combination of both. Through adequate training workplace accidents can be prevented.	http://www.ru.ac.za/staffdevelopment/developmentcourses/safetyworkshops/
6. isiXhosa course	The course is a joint effort between the Human Resources Development office and the African Language Studies section of the School of Languages, to offer members of staff the opportunity to learn Xhosa in order to be able to converse at a simple level with the University's vast number of Xhosa speaking staff, numerous students and members of the public.	http://www.ru.ac.za/staffdevelopment/developmentcourses/isixhosa/
7. Drivers licenses	To provide staff members with an appropriate driver license to perform his/her duties as required by the job profile. An external service provider will assist in obtaining the licenses. The following services are offered : learners licence, Code 08, Code 10 and professional drivers permit (PdP)	http://www.ru.ac.za/staffdevelopment/funding/driverslicense/
8. Management Development programme	A cadre of Heads of Departments and managers with the necessary skills will benefit the institution and its staff by ensuring that those in these leadership positions are able to effectively navigate the challenges of leadership and more specifically the challenges facing Rhodes University. More effective management will result in less stress and strain on those in leadership positions and better execution of the leadership role, contributing to institutional effectiveness. Staff in turn, respond well to effective management, feeling engaged with the goals of the institution and understanding their role current and future roles within the institution.	http://www.ru.ac.za/staffdevelopment/developmentcourses/middlemanagementdevelopmentprogramme/
9. Leadership Development programme	The programme consists of three elements: 1. Personal leadership workshop Serves as an introduction to the programme, and the topics of 'leadership' and 'leadership development'. 2. Leading others workshop Aim is to develop personal and interpersonal awareness and skills, built on the core values of the institution. 3. Leading in groups workshop Aim is to develop personal and interpersonal awareness and skills, built on the desired culture of the institution. Will focus on exercising leadership	http://www.ru.ac.za/staffdevelopment/developmentcourses/leadershipdevelopmentprogramme/
AVAILABLE FUNDING FOR FURTHER DEVELOPMENT		
8. Remission of fees	Staff in recognised university posts, as well as those in outside funded posts in the University and associated institutions, qualify for concessions for study for themselves, spouse/partner and/or dependents at Rhodes University.	http://www.ru.ac.za/humanresources/academicstaffmatters/remunerationandbenefits/remissionoffees/
9. Ad hoc Funding	This Fund pays for costs associated with attending job-related training courses including course fees, travel, accommodation and subsistence. Such courses may include a staff member updating knowledge in a particular area, e.g. training on new legislation or developments in the field as well as courses to acquire particular skills, e.g. information technology skills (where in-house training is not offered at Rhodes), welding skills, catering skills, etc. Please note that the fund will not pay for external courses where similar courses are run in-house.	http://www.ru.ac.za/staffdevelopment/funding/adhoctrainingfund/
10. Continuous Education learning	The Continuing Education Fund exists to assist support and academic staff wishing to further their formal education by helping to pay the tuition fees for part-time studies at an educational institution other than Rhodes University.	http://www.ru.ac.za/staffdevelopment/funding/continuingeducationfund/

4. Manager/Supervisor approval of the PDP.

The Manager /Supervisor will approve the completed PDP and suggest recommendations where required. The following will be applicable during the approval process:

- 4.1 ensuring that all related procedures and policies are adhered to in determining the goals;
- 4.2 an awareness of outstanding issues related to grievance and disciplinary procedures;
- 4.3 any adjustment of the plan need to be discussed with the staff member as well as the notification that the plan is approved including development interventions, timeframe etc.;
- 4.4 aligned the PDP with the available development budget to ensure sufficient funding is available.
- 4.5 By taking the above into consideration, the Manager/Supervisor has final approval of the proposed development plan.

5. Review the progress

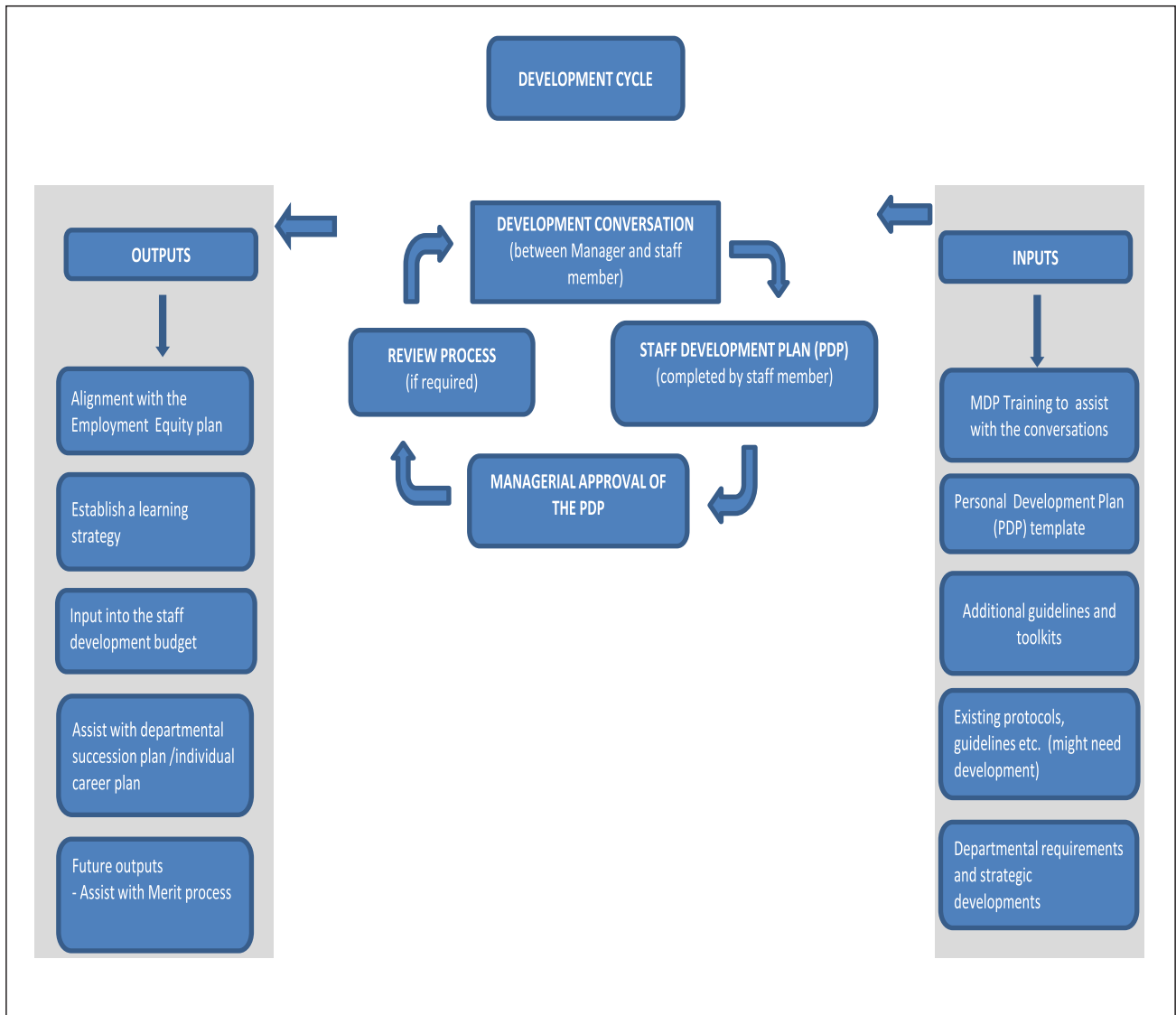
Only staff on probation is required to participate in the review feedback process, however Managers/Supervisors are encouraged to meet with all staff regularly throughout the year to provide informal and constructive feedback on the staff member's progress towards the performance goals. It is the prerogative of the Manager/Supervisor to request a staff member that has a problem in maintaining the desired delivery levels, to participate in the six-month's review session until the achievement of goals are at a satisfactory level. If a staff member is not on probation and the Manager/Supervisor is confident with the output levels, the following development conversation (after 12 months) will also serve as the review of the preceding PDP.

At such a review meeting, the mentioned staff member and Manager/Supervisor will provide and receive feedback on progress made towards the goals set in the annual meeting, and revise plans as appropriate. To utilise the momentum of the review conversation, the revised PDP needs to be completed within three weeks. The following principles are applicable during the review meeting:

- 5.1 Discuss achievements relative to identified goals;
- 5.2 Discuss possible other strategies to support the achievement of performance goals and career aspirations;
- 5.3 Review any outstanding issues related to conduct and compliance policies;
- 5.4 Record any adjustment to the PDP;
- 5.5 Agree on the next review and confirm a date.
- 5.6 Adjustments of goals

Additional to the circumstance described above, the goals set for all staff can be adjusted/ reviewed in light of changing circumstances. The adjusted goals will be included as a discussion item with the next annual review.

Inputs and outputs of the Development cycle



1. Management Development Programme

The MDP programme will be an input to assist managers/supervisors in having the conversation. The programme consist of nine modules but the first three are essential for the conversation.

Module 1 - Understanding development needs and facilitating development

Module 2 - Building positive relationships


Module 3 - Delegating, monitoring and mentoring

[illegible]

A summary of the Departmental development needs to be completed and forwarded to Human Resources.

The development summary will enable HR to formalise training interventions and complete the various legislated reports. An example of the the development needs summary is below

Template: Summary of Departmental Development needs

Department / Division		Contact person						
Development period		Contact number						
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SUMMARY OF DEPARTMENTAL DEVELOPMENT NEEDS								
DEVELOPMENT NEEDS								
NAME AND SURNAME	STAFF NUMBER	GENDER	RACE	DEVELOPMENT OPPORTUNITY (Name, module etc.)	ANTICIPATED COST (for external development)	PRIORITY FOR THE DEPARTMENT	LINK TO EE PLAN	LINK TO SUCCESSION PLAN

Role responsibilities in the development cycle

Responsibilities of the Human Resources Division

- Provide the required templates to assist in completing the development cycle.
- Provide guidelines regarding the process in general and on how to complete the suggested templates
- Consolidate the summarised development plans into a University-broad development plan.
- Provide facilitation regarding the Management Development programme (MDP).

Manager/Supervisor responsibilities

- Collect a balanced portfolio of evidence and prepare for the discussion.
- Explain the development cycle process and the objectives to the staff member.
- Ensure that the staff member's PDP goals are within the departmental objectives and budget.
- Completion of the departmental succession plan.
- Forward a departmental development summary to Human Resources

Staff member responsibilities

- Collect a balanced portfolio of evidence and prepare for the discussion.
- Completion of the PDP based on the development conversation.