



NWU®

NORTH-WEST UNIVERSITY
NOORDWES-UNIVERSITEIT
YUNIBESITHI YA BOKONE-BOPHIRIMA

POLICY ON THE PROMOTION OF SUPPORT STAFF

Reference number	3P_3.23
Accountable executive manager	Executive Director: People and Culture
Policy Owner	Executive Director: People and Culture
Responsible division	People and Culture – Client Services
Status	Approved
Approved by	Council
Date of approval	13 November 2024
Review date	2027

POLICY ON THE PROMOTION OF SUPPORT STAFF

Preamble

Against the background of the vision to discover new frontiers and opportunities that benefit society, advancing our relevance and impact, the council of the North-West University (“NWU”, “university”) has adopted this policy on 13 November 2024.

NWU values its Employees and recognises their contributions to the success of the University's. By implementing this promotions pathway, we aim to create a supportive environment that encourages internal growth and development, ultimately strengthening our workforce and enhancing institutional excellence.

1 Interpretation and applications

This policy must be interpreted and applied in a manner consistent with the –

- 1.1 Constitution of the Republic of South Africa, 1996
- 1.2 Labour Relations Act, 66 of 1995
- 1.3 Employment Equity Act, 55 of 1998
- 1.4 Promotion of Equality and Prevention of Unfair Discrimination Act, 4 of 2000
- 1.5 Statute of the North-West University
- 1.6 Recruitment and Selection Policy of the NWU
- 1.7 Employment Equity Policy of the NWU
- 1.8 Promotion of Access to Information Act (PAIA), 2 of 2000, (2013) and 2019
- 1.9 Skills Development Act, 97 of 1998
- 1.10 Skills Development Levies Act, 24 of 2010
- 1.11 South African Qualifications Authority Act, At 58 of 1995

2 Scope and application

This policy applies to all support employees at NWU across all departments and faculties encompassing administrative, technical, operational, and specialized roles. It distinguishes between two main approaches for different levels of staff:

The policy applies to all support employees in Peromnes levels 7 and below. For employees in Peromnes level 6 and above, then a competitive process will apply should vacancies arise although preference will be given to internal candidates as well.

3 Definitions

Career A planned sequence of jobs or activities, involving elements of advancement, commitment, and personal development over a period of time.

Job A set of specific tasks and responsibilities performed by an individual in exchange for compensation. It is defined by a job description that, outlines the duties, responsibilities, and requirements of the role. Jobs are the basic units within an organisational structure and contribute to the achievement of organisational goals.

Promotion An advancement within an organisation where an employee moves to a higher position with greater responsibility, status, and often increased compensation. Promotions are usually based on merit, including factors such as job performance, skills, experience, and the potential for future contributions to the organisation.

Employees Employees who perform essential administrative, technical, and operational duties that facilitate the functioning of an organisation. Unlike academic staff, whose primary role is teaching and research, support staff work in a variety of capacities to ensure the smooth running of the institution.

4 Purpose

The purpose of this policy is to establish a structured and transparent promotions pathway for support Employees at North-West University (NWU). This policy aims to recognise and reward the contributions of our staff by prioritising their professional growth and development within the University. The modalities are internal advertising and preference being given to internal candidates and the use of the Individual Remuneration modality. It should be noted that support employees have also experienced job mobility at peromnes level through the job evaluation process.

5 Policy philosophy

The Implementation of the Policy allows the NWU to:

- 5.1 Identify suitably qualified, high calibre individuals to meet its resource requirements
- 5.2 Actively encourage and support employees to advance their careers or to gain new career experiences that will enhance their development and experience.
- 5.3 Ensure that the quality of our resources is continually improved.
- 5.4 Demonstrate commitment to our employees through fairness, honesty, and transparency; and
- 5.5 Consideration will be given to employment equity.

6 Policy statement and objectives

NWU is committed to fostering a culture of internal growth and career development. To this end, all vacancies at level 7 and below shall be advertised internally, with preference given to qualified internal candidates where the vacancy has arisen. In cases where internal candidates do not possess the requisite qualifications, they may still be considered for the position if, they commit to obtaining the required qualifications within a specified timeframe.¹

Each year, based on affordability a budget will be made available to each Faculty and Division for the promotion of support employees

It is the policy of the NWU:

- 6.1 To provide clear pathways for career progression and professional development
- 6.2 To boost the morale and motivation of support employees, thereby contributing to the overall performance of the institution.
- 6.3 To maintain pay competitiveness while controlling wage costs
- 6.4 To provide a fair and transparent progression process to determine individual increases.

¹ Clause 4.1.3 of the NWU – Recruitment and Selection Policy - Positions for support employees at job grade P7 and below must be advertised internally, except in cases where inherent skills and abilities are required, or if no suitable internal candidate is identified.

7 Employment Equity Considerations

- 7.1 Accelerating employment equity targets is a key consideration for the NWU. Filling of vacancies is an important means of achieving these targets.
- 7.2 While an emphasis on internal candidates supports career development, it may slow progress towards employment equity targets.
- 7.3 To balance these objectives, the selection process for internal candidates will also consider the impact on employment equity.
- 7.4 A strategic approach will be taken to ensure that equity targets are not compromised, including the potential for targeted development programmes for underrepresented groups.

8 Guiding principles

- 8.1 If there is an emerging staffing priority within a division, the faculty/ division will advertise internally and give priority to its own internal candidates.
- 8.2 The normal recruitment process will follow.
- 8.3 The panel will prioritise internal candidates on the basis of, their experience, performance, and potential for growth.
- 8.4 A support employee's promotions budget will be made available and communicated annually, subject to financial sustainability.
- 8.5 Preference will be given to employees within the same division, but cross-functionalisation is encouraged to promote diverse skill sets and knowledge transfer between different areas of the University.

9 Criteria for the promotion

- 9.1 Performance history and operations at the current level.
- 9.2 Depth of experience at current job level.
- 9.3 The employee must demonstrate the ability to perform successfully and consistently in their current role.
- 9.4 The employee must have achieved an average performance rating of 4 in two performance management cycles and possess the requisite qualification(s).
- 9.5 Length of service in a position does not entitle an employee to a promotion. Promotion is based on merit and not on tenure alone. The employee should ideally have spent at least once a year or a reasonable period of time with the NWU and in their previous or current position before being considered for promotion. The NWU will also not advance or promote an employee who is serving probation.

10 Qualifications

Where applicable, the employee must meet the educational qualifications required for the higher-level position or commit to obtaining those qualifications within a specified timeframe. If an employee does not obtain the required qualification within the specified timeframe, a comprehensive assessment will be conducted to assess the reasons for the delay, the employee's overall performance, and commitment to completion. Based on this review, the following actions may be considered:

Extension of Timeframe: Additional time may be granted if valid reasons for the delay are identified.

Alternative Development Pathways: Tailored support or development plans may be offered to help meet qualification requirements.

Reassignment or red circling: If the qualification remains incomplete despite support, the employee may be reassigned to a role aligned with their current qualification

11 Exceptions

Employees who demonstrate outstanding performance that significantly exceeds the expectations of their current role may be considered for promotion outside of the standard performance review cycle.

In cases where cross-functional skills are required for the University's operations, promotions may be granted to individuals who can work effectively across multiple departments or roles, even if they do not fully meet the traditional criteria for promotion within a single department.

The Vice-Chancellor or relevant Deputy Vice-Chancellor may approve promotions outside the normal process for strategic positions that are critical to the achievement of the University's long-term goals.

Current details: (10225676) C:\Users\10225676\NWUNextcloud\RAM operations\Policy management\Approved policies\Policy on the Promotion of Support and Professional Staff\3P_3.23_Policy on promotion of support staff.docm
13 November 2024

File reference: 1P_1.3.1.8B