

It is important that one studies this guide thoroughly to ensure one has a full picture of all the important information pertaining to the Leadership Development Programme prior to requesting an application pack.



Changes made to the logo are the following: The colour of the green has been faded down and darker. It complements the blue perfectly and both are softer and comforting. The text has been looked at being the Hospice Palliative Care Association of South Africa to be otherwise so that we are able to highlight HPCA and how we are in fact. We will enable you to consider and having the letters in blue but education now. The blue is used to caring to now in the same green as the logo and on the relationship will be centered at the bottom of the page.

**University of KwaZulu-Natal
&
Hospice Palliative Care Association**

Leadership Development Programme

Information Guide



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1. PURPOSE OF THE INFORMATION GUIDE

This guide will;

- Make available important information relating to the Leadership Development Programme.
- Help prospective students and employers to carefully consider, the specific requirements of the Leadership Development Programme short Certificate courses.
- Explain how to go about taking the next step.

2. INTRODUCTION AND BACKGROUND TO THE LEADERSHIP DEVELOPMENT PROGRAMME

The Leadership Development Programme (LDP) is offered by the University of KwaZulu-Natal (UKZN) in co-operation with the Hospice Palliative Care Association of South Africa (HPCA)

The Programme was first developed and offered by the National Hospice Palliative Care Association of America in 2005.

With the agreement and support of the NHPCO the Hospice Palliative Care Association of South Africa were granted permission to use the Programme to assist in guiding the development of a similar Programme adapted for the South African context. The initial roll out of a mini version of the Programme in 2006 led to substantial key adjustments and inclusions to the Programme.

Most recently the vision of achieving recognition for the Programme has resulted in a Memorandum of Agreement with the University of KwaZulu-Natal and specifically the Leadership Centre. The short Certificate courses will be validated by UKZN. The Leadership Centre and HPCA will collaboratively present the Leadership Development Programme.

The two organizations agreed objectives in arranging the delivery of the Certificate's are;

- To provide, through rational use of UKZN and HPCA resources, a high quality educational experience.
- To promote opportunities for lifelong learning
- To share expertise and to enhance opportunities for research and



development

The three short Certificate courses are NOT credit bearing and will enable anyone to gain any specific qualification or access any further study opportunities with UKZN.

3. RATIONALE FOR THE LDP

Experience and statistical data gathered from Hospice organizations over the years confirms that many persons in Leadership roles whether having progressed to a Leadership position, having been recruited specifically or, having been pressurized to take up a position have in most cases not, been prepared for the tasks of Managing. In the NPO sector particularly, many people in Leadership positions have received little or no training to equip them for the many and varied management tasks.

Further evidence of the need for training has been highlighted as a result of organizational conflicts specifically between Managers and Governing Boards. Both the University of KwaZulu-Natal and the Hospice Palliative Care Association recognise the critical need to build, and extend capacity among partner service providers working within the community.

In both organizations there is recognition that effective Leadership and Management of an organization is of paramount importance in that it impacts on long term sustainability and efficacy of the organization which in turn has a direct influence on the provision of essential services to the community.

A fundamental principle of the Leadership Development Programme is the awareness that Leadership does not rest singularly with the person in the most senior position within an organization. Value is placed on developing Leadership capacity at various levels within an organization thereby strengthening the whole system ensuring increased resilience and adaptability of Leaders as they face many difficult challenges.

4. AIM OF LDP

- The purpose of the LDP is to provide comprehensive Leadership training in line with the recognized and changing needs of today's Non-Profit and Health and Welfare Sector organisations.



- LDP seeks to ensure that students entering the Programme from various positions within an organization will benefit from the Leadership training whether they fill the role of department head, project leader or organizational CEO. Building Leadership capacity and capability is a key aim of this programme.
- The LDP is designed in such a way that students will through the process of completing the three short Certificate courses acquire knowledge and will be actively involved in the practical application of this knowledge. This is to ensure students *will* have new skills and *will* be able to facilitate and implement innovative ideas thereby directly impacting on the performance of the organization

5. LDP STRUCTURE AND CONTENT

The LDP consists of three independent short Certificate courses each of which is run over a six month period.

1. The three short Certificate courses are designed to build on to and be integrated with one another. The three Certificates are LDP Foundational, LDP Enhanced and LDP Advanced.
2. Each six month Certificate cycle consists of two, three day workshops. *All workshops and Certificates have to be completed consecutively.*
3. Once a student has successfully completed the Foundational LDP Certificate then they will be eligible to continue to enrol for the Enhancement Certificate and when successful enrol for the final Advanced LDP Certificate.
4. After the successful completion of each short Certificate course a student is awarded a Certificate of Competency by the University of KwaZulu-Natal.
5. Students may choose to complete one, two or all three of the short Certificate courses. Students are strongly encouraged to complete all three Certificates to gain the full benefit of the Programme.
6. When a student has successfully completed all three short course Certificates a LDP Certificate of Competency is awarded by HPCA



- **Programme structure**

The Programme short course Certificates are offered in workshop style with approximately eight weeks between each workshop. This has been done for the following reasons.

1. Most students are full time employees and breaks between workshops enable students to have time to integrate chunks of learning from each of the workshop modules. To have a concentrated and extended training period would result in less knowledge and skill being absorbed and, there would be little possibility for the application of knowledge and skills while the concepts are still fresh in one's mind.
2. To ensure that working students have time to address their own workplace tasks which cannot be set aside for extended periods due to limited resources in most organizations.
3. Having three short Certificate courses allows people who may otherwise not feel confident to embark on the entire program to take one Certificate at a time.

- **Workshop times**

Each workshop will be run over three days. The learning day will be of 8 hours duration with final details being specific to each training site.

- **Modules**

There are four modules in each short Certificate Course (two per workshop) with the exception of the Advanced Certificate which has five modules. Each module is facilitated by a presenter with expertise in that specific field.

- **Language**

The language of instruction and assessment shall be English.



• **Short Course Certificate Content:**

CERTIFICATE	MODULE	WORKSHOP
Foundation	Introduction	1
	Principles of Operations	
	Principles of Budgeting	
	Reflection	
	Managing Operations	2
	Emotional Literacy & Communication	
	Reflection	
Enhanced	Introduction	1
	Team Management	
	Leadership & Coaching	
	Reflection	
	Human Resource Management	2
	Project Management	
	Reflection	
Advanced	Introduction	1
	Systems Thinking	
	Governance & Ethics	
	Strategic Management	
	Reflection	
	Challenges & Innovations	2
	Organizational Development & Change	
Reflection		



6. PROGRAMME METHODOLOGY

The LDP is designed to offer maximum participation of all students with extensive opportunities to focus on the application of learning to their own environment. The workshops allow for group and individual activities recognising that different people benefit from different learning approaches.

7. WORKSHOP PRESENTERS

One of the principles values of the LDP is to ensure that module content in the three short Certificates courses do not serve as independent topics. For teaching purposes modules have a specific focus but while in the classroom students will continually be challenged to look at the interdependence and interplay of the many concepts. For this reason a small team of presenters work across the three Certificates thereby maximising opportunities for integration of concepts and knowledge.

Presenters are drawn from both University and Hospice Palliative Care organizations and have been orientated and equipped to teach in line with the validated framework for each Certificate which includes workshop material, program content, methods and assessments.

8. LDP ENTRY REQUIREMENTS

Persons considering applying for Certificate short course/s are required to:

1. Have achieved Matric and have a valid Matric Certificate
2. Be fully conversant and literate in English.
(While the workshops are conducted in English and all assignments are required in English.)
Students are wherever necessary encouraged to refer to one another in their preferred language for purposes of clarification. Students are required to be responsible for asking for assistance in any aspect of the program if required.
3. Be computer literate – MS Word, Internet Explorer and e-mail
4. Have access to a computer and the internet for at least 5 hours per week



5. Have signed an agreement with their employer (refer to employer agreement)
6. Have secured funding for the Certificate (bursary applications are available. These do not cover the entire costs of the Certificate)
7. Have no reason for an exclusionary indictment barring their enrolment at UKZN. (this may include for example unpaid debt or previous expulsion from the University)

9. LDP STUDENT REQUIREMENTS

Students are expected to;

- Ensure their full attendance at each workshop comprising **three 8 hour days**.
- Plan carefully for travelling time in order to get to classes in good time.
- Undertake reading and research - it is estimated that a student will require approximately **8 hours per workshop**.
- Set aside additional time for planning, drafting and finalisation of assignments. One assignment per workshop will require approximately **20 to 30 hrs**. Classroom reflection time is scheduled at the end of each workshop to enable students to start to plan the outline of their assignment.

- **Motivation**

Adult learning is exciting since generally one is not forced to undertake further studies. However it is important that one considers if this is the right time to embark upon further study in terms of work and personal commitments. Prospective students need to realise that in a few fortunate instances employers make allowances for students who are studying although this is not the general rule. This means that all reading research and assignment preparation will need to be undertaken in one's own time – generally over a weekend or in the evening. Support and encouragement are provided through some of the Programme structures but in the end a student has to be personally committed and motivated to succeed.



- **Personal responsibility**

As an adult student one will have to be responsible for planning in advance and allocating time for assignments. If a student is struggling support is available and students are encouraged to ask for assistance as soon as possible. It is helpful to ensure that people one is working with are aware of your studies and, should people offer to help you in any way, that you consider both accepting offers and asking for help.

- **Action Plan for Skills Implementation**

For some employers and all HPCA bursary students there are additional requirements in attending the Certificate courses. HPCA requires that each student commits to implementing new learning and a standardised Action Plan for Skills Implementation (Appendix 1) has been designed to assist students in this regard. The requirements of this Plan are not onerous but attest to the commitment of bursary students to “make a difference” in their organizations.

10. RESPONSIBILITIES OF UKZN AND HPCA

- **Responsibilities of UKZN:**

1. Oversight of all academic aspects of the provision, including approval of syllabi, assessment and arrangements for marking of assignments, appointment of moderators and determination of results.
2. Registering and maintaining appropriate records on student status. Students recommended for admission by HPCA will be admitted as students of UKZN for the period of registration... All enrolled students are required to abide by all relevant rules of UKZN for the award of certificates.
3. Award arrangements, including the production of certificates together with the maintenance of an archive of results.
4. The course will be subject to the same rigorous monitoring and review as all UKZN courses and ultimate responsibility for maintenance of academic standards and the quality of the course will lie with the appropriate structures of UKZN.



5. Monitoring its own effectiveness in discharging its responsibilities under the Agreement as to both procedure and course content, in accordance with UKZN's quality assurance procedures.
- **Responsibilities of the HPCA:**
 1. Provision and maintenance of training accommodation and resources.
 2. Forwarding the *curricula vitae* of all staff involved in the delivery or assessment of the course to UKZN for consideration.
 3. Appraising all staff involved in the delivery or assessment of the course to ensure their continuing ability to deliver to the standards expected.
 4. Conducting the recruitment and selection of the students. Making a formal recommendation to UKZN for the registration of selected students. This recommendation does not constitute automatic acceptance of any student whose final admission will be at the sole discretion of UKZN.
 5. The counselling, welfare, support and discipline of students in line with HPCA policies and procedures
 6. Application of UKZN internal evaluation procedures to the course
 7. Collection of all agreed course academic fees in respect of recommended students
 8. Providing all logistical and reasonable administrative support and assistance to all staff associated with the programme, including payment of costs associated with venues, equipment etc.
 - **Intellectual property**

Copyright and any other intellectual property in the curriculum and associated course materials for the LDP short Certificate courses shall be the joint property of the UKZN and HPCA.

- **Course Management Group**

1. The group will consist of members of UKZN and the HPCA and will be chaired by UKZN.
2. The group will be responsible for advising on all matters relating to the operation of the course
3. Consider evaluation reports and recommendations for course improvements.

11. ASSESSMENT REQUIREMENTS

- The assessment method used in the LDP Certificates is a workplace assignment.
- There is one assignment for each workshop. (two workshops per certificate = 2 assignments and over the entire 18 month LDP = 3 Certificates = 6 workshops in total and therefore = 6 assignments)
- Students must submit and pass all assignments in the allocated time frames to be eligible for a Competency Certificate.
- Assignment submission dates are provided at the outset of the course.

- **Assignment Deadlines**

Time frames for assignment submissions are determined at the outset of the Programme and are strictly adhered to.

Extensions to assignment submissions are only possible in specific circumstances for example, unexpected and extended illness or an unexpected and non avoidable incident. (Refer to the chart on page 16)

- **Assessment Appeals process**

Students will be advised of this process at the commencement of the first Certificate.

12. STUDENT SUPPORT & ASSISTANCE

It is the wish of the LDP Group Management Team that all students who begin a Certificate are able to successfully complete the Certificate and gain entry to the next Certificate level. The aim of the LDP is for students to work their way through the three Certificates to achieve an overall LDP Certificate.

- **The concept of support:**

For the purposes of this Programme the concept of support embraces;

- **Emotional support**

Participants are encouraged to acknowledge emotional problems they may be experiencing and can have the expectation to be supported.

Presenters are made aware of the need to be sensitive and alert to identifying students with emotional problems. They are required to refer these students to the Programme Co-ordinator who will look to try and develop a plan for support.

- **Practical Support**

In the rare event that participants should be absent from workshops due to illness or for example, family crisis, a plan to catch up will, where possible, be negotiated on an individual basis with all factors and possibilities being considered.

- **Educational support**

For many adult learners they may have not been “a student” for a number of years, or, they may find themselves experiencing learning difficulties. As far as is reasonably possible students will be supported for example with study or assignment skills, and practical planning.

- **Strategies to support students:**

These include:

- **Organizational support**

One of the primary purposes of the required Employer Agreement between the Employer and HPCA which, has to be signed and submitted by students as a part of the completed application pack is to encourage student support. (Refer appendix 5)

Through this agreement employers acknowledge they are;

1. Aware of the structure and content of the individual certificates and overall Programme
2. Aware of the practical requirements including time out of the workplace and additional study hours required by students to be able to complete the Programme.
3. Informed of their responsibility for providing students with workplace time, equipment and resources necessary to access the materials and communication system required. (Internet, Printing)
4. Responsible for the financial implications of enrolment and the possibly of the applicant being awarded a bursary. This includes, making a payment to HPCA as an initial deposit to facilitate registration and, the implication of the full accountability for repaying a bursary should a student either withdraw and not complete the Certificate or, having completed the Certificate the student is Not Competent.

- **Mentoring support**

Mentors will be identified to support participants enrolling on the LDP. Students may request a Mentor and as far as possible a Mentor will be identified for support. Some Mentors have completed the 2009/2010 Management Development Programme while and others may have been selected from within the Hospices for their overall Leadership experience.

It is important that students recognise that the role of a Mentor is not to do “the work” for a student but, to be a sounding board able to encourage and facilitate students thinking and provide necessary guidance. (See Mentorship guide – Appendix 5)

- **Availability of specialised subject expertise**

Upon request students can be given contact details of people within the region who can be contacted for specific subject matter expertise.

- **Peer support**

Students are encouraged to be in touch with one another. While it is recognised that working in pairs and small groups can be a very effective way to work, students are reminded that in the Certificate courses there are no group assignments. Each student has to research and complete their own assignments.

13. COURSE MATERIALS

- All LDP students will be provided with workbooks for each module.
- The workbooks for each Module are standardised for easy usage.
- All presenters work from a standardized facilitators guide

14. LDP CERTIFICATES

The University of KwaZulu-Natal will provide certificates to all students who are found to be Competent at the end of each short Certificate course.

For those students who complete all three Certificate courses (LDP Foundation Course, LDP Enhancement Course, LDP Advanced Course) a Leadership Development Programme Certificate will be awarded by HPCA.

15. LDP FOUNDATION AND ENHANCED CERTIFICATE DATES

It is planned that in 2011 the LDP will be available at the following Training sites.

There is a minimum requirement that for the Foundational Certificate that each training site have 20 accepted students for the Programme to run.

- **LDP Foundation Certificate** (Cut off application date: 7th March 2011)

1. Western Cape	Workshop 1	Workshop 2
a. St Luke's Hospice in Cape Town	23-25 May	25-27 July
b. Breede River Hospice in Robertson	16 – 18 May	18-20 July
2. Gauteng		
a. Sungardens Hospice Pretoria	3-5 May	5 – 7 July
3. Kwa-Zulu-Natal		
a. Highway Hospice in Durban	16 – 18 May	18-20 July

- **LDP Enhanced Certificate** (Cut of application date: 7th October 2011)

a. Western Cape	Workshop 1	Workshop 2
a. St Luke's Hospice in Cape Town	21-23 Nov	21 Jan & 1,2 Feb
b. Breede River Hospice in Robertson	14 – 16 Nov	13 – 15 Feb 2012
1. Gauteng		
a. Sungardens Hospice Pretoria	1-3 November	23- 25 Jan 2012
2. Kwa-Zulu-Natal		
a. Highway Hospice in Durban	14 – 16 Nov	16-18 Feb 2012

IMPORTANT: The dates for the LDP Advanced Certificate Courses will be finalized early in 2012 and all students will be advised immediately thereafter.

The application cut off date will be **25th May 2012**



16. ASSIGNMENT DATES SCHEDULE – Certificate 1 Foundation LDP

1. Below is an **EXAMPLE** of the time frame schedule which is compiled specifically for each training site.
2. When an application is requested the specific information for the region one is looking to attend the Certificate in will be made available.
3. Should any interested party need this information it can be supplied by the individual training sites before an application pack is requested. This is to ensure that both prospective students and employers can plan carefully for both work and where appropriate personal commitments.
4. Submission dates will be strictly adhered to.
5. Please note the meaning of each chart heading. Students are encouraged to transfer all dates into their diary / year planner

SAMPLE

Workshop	Module Name	Workshop Date	Assign In Date (for specific workshop)	Assign Returned	Assign Closure date (for Certificate)	Final date all assignments marked and returned
Foundation 1	Management & Finance	16-18 May Three days classroom attendance	10 June Assign complete and uploaded by midnight	20 June Back to student from 2 markers	9 Sept 2011 The date before which you can re submit an assign any number of times till midnight on this date Same date for BOTH workshop assignments	19 Sept 2011 All assign returned Certificate Closed OFF
Foundation 2	Operations Management & Communication	18 – 20 July	12 Aug	22 Aug		

17. COST OF LDP

- The cost of the Leadership Development Programme short Certificates courses for 2011 is R4 000.00 per student per Certificate.
- Within the Hospice Palliative Care Association funds have been sourced to enable students accepted for registration with the University of KwaZulu-Natal on the Certificate courses to be considered for a bursary.

(The bursary application if required by a student has to be submitted as a part of the LDP Certificate application pack – see page 20 for more details)

- Criteria for eligibility for a bursary can be found in Appendix 3
- The bursary as it stands for 2011 will cover R3000.00 of the total R4 000.00 student fee.
- The outstanding R1000.00 has to be paid by the employer to HPCA on application.
- If for any reason the student's application is turned down the R1 000.00 will be refunded to the organization.
- When making payment to HPCA the reference must be specific and as follows:

LDP (students surname and initials as per application) for example: LDP Buthulezi YS followed by the Region (WC = Western Cape) and site specific Training site letters. (Breede River = BR) So; Reference for payment: LDP Buthulezi YS WC BR

- The full amount for the student's enrollment on the Certificate course with the University will be paid directly from HPCA to the UKZN.

- For those students on a bursary it is required that the employer signs and submits a contract of agreement with the employee. In this agreement the student undertakes that should they
 - Withdraw from the Certificate
 - Fail to achieve Competence
 - Leave the organization having completed the Certificate prior to having completing six months of active service in the organization (commencing from the end of the Certificate course)Then the student will be held personally liable to repay the bursary to their employer. (Refer Appendix4)
- Should this happen the employer will be responsible for immediately contacting HPCA and arranging for the reimbursement of the full bursary amount.
- The employer will then be expected to action their agreement with the employee.

The reason for this agreement being an HPCA requirement is that the purpose of the bursary is not only to make the Certificate Courses financially accessible to students but, *critically* to build capacity in HPCA member organizations.

- A sample agreement is provided for this purpose. (Refer to Appendix 4)

18. STEPS IN APPLICATION AND REGISTRATION PROCESS

Having read and considered carefully all aspects of this guide it is hoped that prospective students and employers are well informed and ready to apply. The following details give more information on the next steps in the process

Application closing date

LDP Foundation Certificate 7th MARCH 2011

LDP Enhanced Certificate and 7th OCTOBER



(All of the information below will be given in detail in the application pack)

1. Contact the training site and request an *Application pack*. This will include;
 - a. An application form for the student to complete
 - b. An agreement between the students recommending Organization and HPCA – this must to be signed and attached when the completed documents are returned. (Refer to the draft in Appendix 2)
 - c. Documentation specific to the University of KwaZulu-Natal
 - d. An agreement between the Employer and the student regarding repayment details should the student break the conditions of the bursary. (Refer to Appendix 4)
2. Applications will be screened by the Training site Manager and LDP Project Co-ordinator.
3. Screening for entry onto the Certificates will be based on all of the following;
 - a. The return of a fully completed application pack. This means that ALL sections of the application forms for example personal details are completed *fully and correctly* including;
 - b. A comprehensive motivation by the student as to why they wants to attend the Certificate course
 - c. A clear, logical, well reasoned and thorough response to the question analysing a current newspaper cartoon. Students have to only choose one of the two cartoons. This is a very important aspect of the screening procedure. However the argument or angle the prospective student takes is not important. The argument needs to reflect understanding, awareness of the issue at hand and the many possible secondary or alternate aspects within the issue.
 - d. A bursary application – if required.
 - e. A signed agreement by the Employing organization and HPCA indicating support for the student and a commitment to the financial implications of a bursary should it be requested and awarded. (Refer Appendix 5)

- f. A signed agreement between the Employer and the prospective student.(Refer appendix 4)
 - g. Clear evidence that the student can understand the requirements of the application instructions and give clear written responses in English.
 - h. An undertaking of honesty regarding the authenticity of all the information submitted in the application.
4. Applicants will be advised in writing as to the outcome of this first step in the selection process. (approximately 10 days after the cut off date)
 5. Upon acceptance the “internal HPCA” application students will be advised of the date by which they must arrange payment of the R1 000.00 deposit to HPCA.
 6. Confirmation of payment must be e-mailed to the training site. Without this the application process will be halted. (Refer to Pg 16)
 7. The training site will send to the LDP Co-ordinator all applications for the site and these will be submitted in bulk to UKZN for registration.
 8. Students will be advised of the outcome of this final step in the application process. (approximately a month required)
 9. Students will be required on the first day of the very first Certificate workshop to be at least 15 minutes early.

19. COMMENTS FROM PAST STUDENTS

The following comments were given from students on the Program offered by HPCA in 2009 / 2010.

“I think the benefit of the Program stretches deeper than anybody can realize before hand. I know that managing is not just about keeping everything in my department together but is a fine art and requires passion. Thank you for building and encouraging my passion.”

“The content of the course is very valuable in a management position. It is relevant and realistic as well as applicable in your work situation. You can only improve to function as an effective manager. The course is great!”

“This Program has given me the opportunity to deepen my management “role” (description) by equipping me with knowledge, vital information and practical exercises and tools that can be easily implemented in the organization. The Programme has given me a solid foundation to continue to empower myself and my team.”

“I have gained knowledge and confidence, improved managerial skills & organizational capacity. I benefited from interaction with colleagues.”

COMMENT FROM AN EMPLOYER

“I have been privileged to see the growth and development in 2 of the participants of the last course and it is phenomenal!”

I have seen the one

“Grow steadily to become a strong and confident person who can share Vision, empower and take lead of a team.”

The second person was in the newly appointed in the role of Manager at the beginning of the course.

“Each lesson came at the right time for what our Hospice was experiencing and needing. I have seen (our manager) grow and transform and mature emotionally... and now she has the vision to truly take charge and steer with insight.”

20. FREQUENTLY ASKED QUESTIONS & ANSWERS**Question 1: What happens if I'm sick and miss a workshop?**

Answer: If only a portion of a workshop is missed the student will need to contact the Course Co-ordinator immediately to assess the situation and discuss the way to precede dependant on a number of factors.

Question 2: I have really enjoyed this course and would like to study further. Are there any suggestions of what courses might be suitable?

Answer: It is great that for some people having opportunity to be a part of the Programme Courses may stimulate them to continue on a formal learning path. Students are encouraged to go to the University websites or contact the LDP Programme Co-ordinator.

Question 3: Will I have to buy the books listed as prescribed reading?

Answer: There is no need for any learner to have to purchase any books. All required reading will be made available to the learners and on line through UKZN. Additional recommended books may be available through the library at the training site.

Question 4: What role does my employer take in this Programme?

Answer: Employers play an important role in the LDP. They have been required to sign an agreement with HPCA requiring that they are supportive both in a practical sense and in terms of getting assistance from others in the workplace be that linked to an assignment or just needing to clarify or discuss matters. Employers are expected to take an interest in the learner's progress in particular in terms of the application of learning into the organization.

Question 5: Do I have to commit to completing all three certificate courses?

Answer: The Programme Course Management Group believe that students can gain maximum benefit from the LDP if they complete all three Certificate courses. The reason for this is that the three Certificates together cover the essential modules the content of which any person in a leadership position will be required to work with. Students do not have to make a full commitment at the outset of the Programme.

Question 7: Will this programme really equip me to be a better Leader and Manager?

Answer: The programme content has been designed and selected for the particular purpose of being relevant to persons with Leadership and management responsibilities. The Certificate content has been assessed by the University of KwaZulu-Natal and is in line with other similar courses. Due to the style and design of the Certificates the Programme moves beyond theory to practical application in the workplace and has specific relevance to Non Profit Organizations and organizations serving the Community.



Question 8: If I am already qualified in an area for example finance can I skip that module?

Answer: This situation would not be encouraged for two reasons, that any qualification does not ensure we know everything about a subject or, that we may benefit from refreshment on a subject or, that we may become aware of new ideas. Additionally other students will benefit from the varied experience of different members in the group.

Question 9: Is it possible to pay the course fee off in instalments?

Answer: Certificate fees have to be paid in advance and in full before registration there are no exceptions to this requirement.

Question 10: How much time over and above the formal workshop time will the programme require of me?

Answer: To quite a large extent this will be up to you as an individual. It is however estimated that a student will need to do 8 hours reading and research and preparation for assessment and an additional 20 to 30 hours to complete an assessment.

Question 11: How are the assignments marked?

Answer: All three Certificates are assessed on the basis of is the student, Competent or Not Yet Competent. There is no appointed pass score. If a student is assessed Not Yet Competent then they may continue to work on their assignment making adjustments in line with detailed marker comments in order to reach Competency. Students are able to and encouraged to get support early if needed from a number of people (Mentors, presenters, and other students) should they be struggling with an assignment.

Question 13: How are the presenters selected for this programme?

Answer: Presenters are selected for their expertise in a particular area. This would include their qualifications and, or their experience. Additionally presenters need to have sufficient time to be of support to students and be willing to participate in the improvement of the LDP and undertake a marking role.

Question 14: If I withdraw from a Certificate course will I be able to be reimbursed?

Answer: It is not possible to be reimbursed should one withdraw after registration with the University. In order for the Programme to operate efficiently and be financially viable specific income requirements are budgeted for and costs have to be covered.

21. APPENDIXES

Appendix 1 – Action Plan for Skills Implementation

Appendix 2 – Employer/ HPCA Agreement

Appendix 3 – Bursary process and eligibility

Appendix 4 – Employer / Employee Agreement

Appendix 5 – Mentoring Guide