



### 1. Why Is This Important to RMA?

This policy regulates training and development of employees in RMA. The policy shall apply to all employees of RMA Assurance Group and should be read in conjunction with the Basic Conditions of Employment Act 73 of 1997 and the Skills Development Act 97 of 1998, Occupational Health and Safety Amendment Act No. 181 Of 1993 as well as RMA's New Employee Probation Assessment Policy.

### 2. Keeping It Real, Keeping It Legal.

#### **Cancellation Clause**

- Employees are required to attend all scheduled training, failure to do so will result in the employee becoming fully liable for the training costs incurred.
- Should the employee fail to successfully complete the course or choose not to continue, the employee will be fully liable for the total costs incurred.
- Should the employee cancel on instruction by his/her manager less than 48 hours prior to the training date, the department will be liable for all costs incurred. External course cancellation timeframe may differ as per the service provider.
- Should the employee cancel due to an emergency or an unforeseen circumstance such as hospitalisation, the employee may not be held liable for the costs incurred provided the employee produces proof of the incident.

#### **Responsibility**

It is the responsibility of line management to apply and implement the provisions of this policy and for employees to understand the application of this policy. The application of the policy shall be monitored by the **Executive: Human Capital**.



### 3. Our Policy... unpack this for me

Let us start off with the terms and definitions used in the policy.

Term	Definition
RMA	The RMA Assurance Group including RMA Admin Services (Pty) Limited, its Holding Company, <b>IT Solutions</b> and other subsidiaries of the Holding Company, Rand Mutual Assurance Company Limited.
Company	RMA
EXCO	The Executive Management Committee of RMA
Transformation Committee	Committee mandated to ensure compliance to the Skills Development and Employment Equity Acts at RMA
BCEA	Basic Conditions of Employment Act 73 of 1997.
SDA t	Skills Development Act 97 of 1998
EE	Employment Equity Act, 55 of 1998
OHSA	Occupational Health and Safety Amendment Act, No. 181 of 1993.
PDP	Individual Personal Development Plan
DOL	Department of Labour
WSP	Workplace Skills Plan
ATR	Annual Training Report



### **1. Training and Development Policy**

In today's world of accelerating change and unprecedented technology advancement, more and more pressure is coming to bear on the ability of Rand Mutual Assurance (RMA) to improve its productivity in the face of rising costs and ever increasing competition.

Innovativeness, speed, service and high-performance teams are all elements for success in this ever-changing marketplace. It is also recognised that the competitive advantage of a winning organisation lies in the optimised development and utilisation of our processes and people potential. Training and development of all people at all levels in Rand Mutual Assurance (RMA) is, therefore, of paramount importance and an area in which we cannot afford to compromise.

It is RMA's policy to ensure that all employees have the necessary knowledge and skills to perform competently in their jobs. In addition, RMA endeavours to create an adequate depth of skills and knowledge to meet future Human Resources requirements. To achieve this, the Company conducts and/or provides appropriate forms of training, development, and education in a planned and systematic manner.

### **2. Training Departments' Contribution**

Facilitating the acquisition of relevant knowledge and skills required by all categories of employees to sustain the business and to enable growth in a changing environment.

Co-ordinating of training as opposed to the transferring of technical know-how which is a Line Management/Team Leader function.

Developing for use together with Line Managers/Team Leader diagnostic models to establish relevant training and development requirements and satisfying those needs in order of priority in the most effective manner, i.e., training should show a high return on investment in terms of the Company's business objectives.

Equipping Line Managers/Team Leaders with the knowledge and skills to coach and mentor their staff.

### **3. Training Department's Key Focus Areas**

Annually, a Training Plan is developed using employees' individual personal development plans (PDP), competency survey results, and skills gap analysis from departments and the Company as a whole. A draft training plan is presented to the Transformation Committee for its approval. Once approved, the Training Plan and a work place skills plan (WSP) is developed for submission to the Department of Labour (DOL), in line with the Skills Development Act and INSETAs requirements.



#### 4. Individual Personal Development Plan (PDP)

**Personal Development Plans (PDP's) are reviewed twice; at contracting and at review. New employees are required to complete a PDP when they join the company. PDP's are normally completed and approved in Quarter 1.**

The employees Personal Development Plan (PDP) must be developed during the Performance Appraisal session between Manager and employee and must address the employees' performance development areas, areas for current and future development. The PDP must include the following as mandatory and must be aligned to the employees current or future job role within RMA:

- Defined skills gap and developmental areas
- Target date for completion
- Intervention applicable to address the identified skill gap/area for development.
- **It is the employee's responsibility to secure a training date by sending an email to HC Helpdesk**

#### 5. Continuous Education, Training & Development

The Training Department's range of training can be found in the Appendix A "RMA's Curriculum". The types of training offered and / or sourced for employees are categorized into four types as follows:

##### a) On boarding Training:

Upon employment, employees are required to attend identified training programmes as declared mandatory by EXCO. These programmes include but is not limited to the programmes listed below:

- Induction
- Customer Care
- RMA Products

##### b) New employees will be assessed on their understanding of RMA Products.

All employees who join the core of the business are expected to pass RMA Products with a minimum pass mark of 80%. Employees who are in support roles are required to obtain a minimum score of 50% for RMA products. Support roles will be defined per course in the course outline.

The pass rates for job specific training is covered in point (b) below.



New employees must attend the mandatory induction, customer care and RMA products courses within their probationary period. The new employee and manager will complete the probationary forms in line with the New Employee Probation Assessment Policy and indicate when the mandatory on boarding training has been completed. Failure to successfully complete the mandatory training, may result in the employee probation period being extended and / or the employment contract being reviewed.

Managers may not prevent new employees from attending the mandatory induction, customer care and RMA products courses within the new employee’s probationary period.

**c) Systems Training/ Operational Training.**

Systems and Operational Training is role specific for RMA core roles. Employees who are required to attend Systems and Operational Training are required to complete an assessment upon completion of the training, the results obtained from these assessments are defined in the table below:

Result	Status	Certification Status
+ 90%	Competent	Certificate Of Excellence
80% - 89%	Competent	Certificate Of Competence
60% - 79%	Not Yet Competent	Re-Write
59% And below	Not Yet Competent	Repeat Course

Employees in core roles who are required to attend systems and operational training who do not meet the minimum prescribed assessment scores of 80%, will be rescheduled to attend the course until they meet the minimum score of 80%. After repeating the course two times, the employee will be liable to pay for the course for the third and any further subsequent re-writes.

Employees in support roles who wish to attend Systems and Operational Training for development purposes will not be required to pass at the minimum pass rate of 80% and will not be rescheduled to attend the course should they fail to meet the minimum pass rate.



### d) Outsourced Training

All training interventions approved by Managers through the personal development plan/ urgent business need that is not available internally will qualify the sourcing of an External Training Provider.

Legally registered and qualifying RMA identified Training Providers and Institutions of learning, will be appointed by the Training Department to do the required training on behalf of RMA.

The total cost of the course is fully funded by RMA and includes transportation and accommodation costs (travel costs).

## My Tools

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### How Do We Keep This Policy Relevant?

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\*If you think we aren't keeping up to date – let us know!

### Policy review period/duration period of the policy

This policy shall be reviewed every three years. However, changes may be effected from time to time, if appropriate, and shall be reviewed and applied by The Executive Committee.

## Bursary Policy

### 1. Why Is This Important to RMA?

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The policy will serve as a guide to RMA for when employees apply for financial assistance to further develop their career and self-development. It will assist the organisation to be consistent in making sound business decisions that will benefit both the employees and the organisation. There needs to be accountability from the employer for how the financial assistance is managed and accountability from the employees to comply with the bursary policy. Having this policy resonates with the RMA Value – We take ownership and empower others.



### Policy Statement for this Policy

The purpose of the policy is to assist eligible employees who wish to study in their own time to further or improve their education beyond a matric or graduate level.

## 2. Keeping It Real, Keeping It Legal.

### 1. Terms and Conditions of the Bursary Scheme

- a. The qualification must be related to the employee's present or future work in RMA and must carry the recommendation of the employee's manager.
- b. The bursary funding is granted for a full qualification; however, employees are required to complete a Bursary Continuation form annually.
- c. The bursary funding will be considered only for approved qualifications at an accredited University, University of Technology, College or other educational accredited institution.
- d. Applications to study at international institution will be considered on a case-by-case basis with the necessary Exco approval
- e. An acknowledgement of debt must be signed in respect of each approved bursary funding.
- f. Employees should remain registered for the duration of their studies and must submit proof of registration. Should funding be granted to the employee; RMA will pay the educational institution directly.
- g. An employee cannot apply for an internal RMA bursary if they will be attending an RMA Learnership programme, Future Leaders programme, Management Development programme, Talent Management programmes for successors and HIPO's.
- h. The employee is liable to repay RMA in the event:
  - ii. He/she leaves the employment of RMA for whatever reason before the examination is written, the total cost incurred becomes repayable



- immediately and will be deducted from the employee's salary or leave days if any.
- iii. The employee does not write exams or does not pitch for exams, the full amount is repayable over 12 months interest free or a maximum of 24 months with interest.
  - iv. When an employee has failed a subject / course, he/she is required to pay for the cost of repeating the course to the higher institution. However, should the employee decide not to repeat the course or leave RMA, the cost of such must be repaid to RMA through a salary deduction via payroll. The employee must produce proof in the form of an official notification from the educational institution. The full amount is repayable over 12 months interest free or a maximum of 24 months with interest.
- i. RMA will not fund any course that has been previously funded and failed by the employee.
  - j. RMA requires commitment from any employee following the successful completion of any set of examinations or academic year for which RMA has funded. Should the employee leave the service of RMA for any reason whatever before the workback period has expired, the total amount of the approved funding minus a pro-rata amount for each month of service subsequent to the date of the funding becomes repayable immediately.
  - k. Should the employee wish to change the institution or qualification he/she must put the request in writing to Learning and Development and provide reasons or motivation. The Learning and Development team shall grant approval to employees to change their institution or qualification provided that:
    - i. The new qualification or field of study complies with the qualification criteria laid down in section 2 above.
    - ii. The new institution is a recognised and accredited institution.
  - l. If the requested change of institution or qualification is approved the employee will be liable for additional costs incurred.
  - m. Criteria for nomination for One Earth Flagship:
    - i. **Needs to be in the business for minimum 1 year.**
    - ii. **Not on other formal programmes in the same year.**
    - iii. **E- band with consideration for D Upper in exceptional circumstances.**
    - iv. **Performance rating of 3.8 and above.**





- v. Successor to one of the 35 Critical Roles (successor development, on PDP) as identified and agreed/confirmed in Exco Talent Reviews and agreed at Board/Remco.
- vi. Secondary criteria Top Talent (Grid blocks 1, 2 or 3) preparing for bigger roles at a higher-level complexity as identified and agreed/confirmed in Exco Talent Reviews and agreed at Board/Remco.
- vii. Lives and Role Models the purpose and values of RMA.
- viii. Work back agreement must be accepted and signed.
- ix. Exco members nominates based on the above criteria but only two confirmed delegates admitted to the programme per year.
- x. Nominees will be shortlisted and shortlisted nominees will be required to write a motivation detailing why they believe they are fit for the programme.
- xi. The programme will not be run if no nominees are confirmed for placement.

**2. The Work Back Period**

- a. All bursary recipients must work back for the period funded. An employee must work back for the year funded; the following calendar year provided he/she has passed all registered courses. For example, an employee is funded to study for a Higher Certificate in Financial Planning. The qualification will take two years to complete in record time. Refer to the table below for start and end date of the work back period.

Duration of Qualification	Work back period (Start – End)
Year 1 - Studying	No work back period.
Year 2 - Studying	Start of work back period (Year 1).
Year 3 - No study	End of work back period (Year 2)

- b. The below table provides guidelines for work back:

Duration of Qualification	Work back period
6 – 9 months	6 - 9 months
12 Months	12 Months
18 Months	18 Months
24 Months	24 Months
30 Months	30 Months
36 Months	36 Months etc.



### 3. Post Graduate Study Assistance

Where an employee wishes to study a for postgraduate qualification or equivalent level that would be of immediate benefit to RMA and employee alike, assistance may be granted as follows:

The course of study must be undertaken at an accredited University or similar educational institution recognised by RMA.

- a. Where a thesis or research project forms part of the requirements of the qualification and the employee wishes to use RMA work-related material for this purpose, prior written permission must be obtained from RMA management. Where RMA material is of a confidential nature, the employee shall be required to sign a further undertaking to safeguard RMA’s interests. Where the material for the thesis or research project is supplied by RMA, the employee must make a copy of the thesis available to RMA.
- b. RMA will not pay for research costs that do not form part of the qualification fees.

### 4. Academic Achievement

- This is awarded on condition the qualification is obtained whilst the employee has completed 12 months in the employment of RMA and relevant to the job the employee is currently doing.
- The qualification must be obtained from a reputable institution and to a minimum of 12 months of study.
- Gratuity payments (taxable but exempt) will be made on completion of the qualification as follows:

Qualification	NQF Level	Rand Value
Diploma /Advanced Certificate	6	R2000.00
Degree /Advanced Diploma	7	R4000.00
Postgraduate (Honours, Post-graduate diploma/ Masters / Doctorate	8-10	R6000.00
Professional qualifications e.g. Chartered Accountant (CA), Registered Psychologist etc.	N/A	R5000

The section highlighted in yellow has been removed from the policy and is no longer applicable.



## 5. Study Leave

Refer to the RMA study leave policy

## 6. Responsibility

It is the responsibility of line management to apply and implement the provisions of this policy. The application of the policy shall be monitored by the General Manager: Human Capital and shall be reviewed and applied by Exco.

### 3. Our Policy... unpack this for me

Let us start off with the terms and definitions used in the policy.

Term	Definition
<b>Academic Institution</b>	Means a higher education institution in a form of a university, university of technology, college or business school which an employee will be enrolled at. These institutions must be registered or accredited with Department of Education, Council for Higher Education.
<b>Exco Member</b>	Refers to An Executive member or General Manager who forms parts of the RMA Executive Committee (Exco).
<b>Work Back</b>	Refers to a period that a bursar is required to work back after successfully completing his/her subjects/modules funded by RMA. The work back period is applicable after the final exam of the first academic year that is the second year is then considered as the work-back period.
<b>Applicant</b>	Refers to an employee who applies for a bursary.
<b>Qualification</b>	Refers to any post grade 12 qualification that is at 12 months in duration, SAQA aligned and is accredited by a recognised higher education institution.
<b>Subject</b>	Refers to a module or course that is part of a qualification and is completed quarterly/semester/annually.



<b>Successor</b>	Refers to an experienced and capable employee that is prepared to assume key business leadership roles as they become available in RMA.
<b>Hippo</b>	Refers to an employee that displays high levels of potential to progress in the company either through consistently high performance or due to their ability to grow and succeed more quickly and effectively than their peer group.

## 1. Qualifying Criteria

- a) Only permanent employees who have been with **RMA for a full year of service qualify** for the further education assistance. In the event where an employee's employment is less than 12 months, the acceptance of the shorter service period must be agreed on and authorised by his/her Exco Member.
- b) The qualification must be relevant to the employee's job and or RMA business.
- c) The nature of the studies must:
  - i. Result in the development of knowledge and skill to assist the recipient to do his/her current job in a more competent manner and be based on the career improvement held during the Performance Appraisal discussion.
  - ii. Result in the recipient gaining knowledge or skill to assist him/her in being considered for a more senior position or a position in a different division/department, based on the career discussion held and Performance Development Plan.
  - iii. Result in the enhancement of the company's ability to address its current and future skills needs.
- d) Applicants must be competent in their overall individual final performance scores for the performance period and consistently meet the performance rating of 70% or above. **(Performance period - being year-end when**



**performance reviews are finalised. Overall score should not be less than 3.5 out of 5 as per BSC/KPAs).**

- e) Applicants whose performance rating is below 70% will not qualify for the further education assistance until such time that they meet and maintain the required performance standard as stated above. RMA reserves the right to cancel the education assistance should the applicant fail to maintain the individual performance score of 70%, the employee will be liable for the total cost incurred.
- f) In the event that RMA, by virtue of its trading licenses, or any other reason, is subjected to regulatory, statutory, legislative or any other compliance requirements, then such requirements will be prioritized and the criteria for granting bursaries to the impacted employees will be deviated from in order to fulfill such requirements.
- g) A cool-off period of one year is applicable to all new applicants previously funded by RMA. For example, an employee receives a bursary to study an Honours degree in Psychology for two years. Once the two years have lapsed, they are required to take a gap year before applying for another bursary.
- h) A bursary will be awarded in accordance with the above criteria and the total cost of the bursary must not exceed 35% of the applicants' cost to company.
- i) **MBA and Executive courses will be available to employees who meets all of the below criteria:**
  - ii. **For the employee to qualify for this type of study, they should have been identified as talent and a successor for a leadership role.**
  - iii. **The employee must be a consistent high performer, with an average performance rating of 4 and above in the last two years.**
  - iv. **Only employees on grade level DL and above will be eligible for consideration.**



## 2. The Bursary Covers the Following:

- a. The total value of the tuition fees including support classes which is applicable to employees' studying qualifications with no lectures offered by the institution
- b. Registration and administration fees.
- c. **Prescribed textbooks and travel costs**
- d. Supporting study material or tools, for example financial calculator.
- e. Local and/or international travel I tour, accommodation, and meals for the master's in business administration (MBA), Executive Development Programme (EDP) and other applicable programmes
- f. Supplementary classes or lectures will be covered for employees' whose qualification/tuition fees does not include classes/lectures (online/face to face). For example, an employee registers with a long-distance higher institution to study for a Bachelor of Commerce and the institution does not offer lectures as part of the curriculum.

## 3. The Bursary Does NOT Cover the Following:

- a. Application fees to the institution
- b. Course cancellation fees
- c. Late registration/tuition fees. RMA will not pay interest levied on an overdue account as a result of late submission of an invoice (s) to L&D.
- d. Transportation costs to and from the institution.
- e. **Accommodation and meals for block study assistance**
- f. Graduation accommodation, meals, and gown costs
- g. Interest charged on overdue accounts
- h. Recommended books
- i. Supplementary classes will not be covered for employees' whose qualification/tuition fees include lectures (online/face to face).



### 4. Steps to Follow

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#### 1. The Application Process

How to apply for the bursary

- a. Partake in a career discussion between yourself and your Line Manager during a Performance Review session.
- b. Complete a bursary application form on the Learner Management system (LMS) and submit it to your manager for motivation and sign-off.
- c. Manager approves and submits to L&D for final decision.
- d. Send an application to an accredited higher institution of your choice.

#### 2. On Completion of the qualification or Year of study

- a. The employee must submit proof of results annually that is 14 days after receiving them or 6 weeks after last examination.
- b. Should the employee fail to submit the results the bursary fund will automatically be converted to a loan and the employee will therefore be liable to pay back RMA the total cost of funding received. The full amount is repayable over 6 months or will be deducted from the employee's bonus payout if he/she qualifies for one.
- c. RMA may request the employee to submit a progress report.

### 5. My Tools

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#### How Do We Keep This Policy Relevant?

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#### Policy review period/duration period of the policy

This policy shall be reviewed every three years. However, changes may be affected from time to time, as appropriate.



Policy History <i>(To be completed by policy owner)</i>				
approved at EXCO	Date approved at Subcommittee	Date approved by Board	Date Reviewed	Date of next review