

## TRAINING AND DEVELOPMENT POLICY

<b>Policy Number:</b>	<b>Approved Date:</b>
<b>Effective Date:</b>	<b>Review Date:</b>

### **Why Have a Policy?**

The Ubhlebezwe Municipality believes that its employees form the cornerstone of service delivery to the communities within the Municipality. It therefore adopts a policy of giving priority to the training and development of its staff, within the parameters at what is feasible and sensible in the context of the municipality's resource deployment requirements. It will identify and assess the training needs and potential of staff, match it with the requirements of the Municipality and afford all employees the opportunity to develop their potential, improve their performance and advance their career prospects within the municipality. Special attention will be paid to training and development opportunities for employees belonging to designated groups.

## THE POLICY

### 1. PREAMBLE

The Ubuhlebezwe Municipality is committed to the structured and systematic training and development of all its employees on an ongoing basis to enable them to perform their duties effectively and efficiently. Training and development programmes will also be provided to enable employees to acquire the skills, knowledge and other attributes and develop their potential to meet the Municipality's future human resources needs.

The training and development of an employee will commence as soon as a skills audit and training needs assessment of the employee has been concluded.

### 2. DEFINITIONS

- **“accreditation”** means a process through which an organisation's capability to perform or deliver training and / or assessment is recognised and approved to fulfil the intended outcomes.
- **“assessment”** means a process of gathering sufficient information for evaluating what learners know and can do, this may take place through a number of methods, for example, portfolios, simulations, workplace assessments or written and oral examinations,
- **“career pathway”** means a plan you need in order to progress through the learning bands on a chosen career path,
- **“designated groups”** means to refer to black people (African, Coloured and Indian), women and people with disabilities, in terms of Employment Equity Act,
- **“education, training and development”** means practices which directly or indirectly promote or support learning. Teaching or designing learning materials or programmes, or managing learning institutions or programmes are all examples of such practices,
- **“learnership”** means a combination of structured learning and work experience which may lead to a registered qualification
- All terminology not defined under clause 2 of this policy shall bear the same meaning as in the applicable legislation.

### 3. LEGAL FRAMEWORK

There are a number of national laws and policies which impact on how an organisation approaches education, training and development. The legislation includes:

- Occupational Health and Safety Act, 85 of 1993
- South African Qualifications Authority Act, 58 of 1995 (this lays the foundation for the National Qualifications Framework (NQF))
- Labour Relations Act, 65 of 1995
- Constitution of the RSA, 108 of 1996
- Basic Conditions of Employment Act, 75 of 1997
- White Paper on Local Government, March 1998
- Employment Equity Act, 55 of 1998
- Skills Development Act, 97 of 1998
- Skills Development Levies Act, 9 of 1999
- Municipal Systems Act, 1999
- Demarcation Act, 1999
- Promotion of Equality and Prevention of Unfair Discrimination Bill, 57 of 1999

These laws underpin and inform the Municipality's Training and Development Policy Framework.

#### **4. SCOPE AND APPLICATION**

The terms "training & development" cover various forms of learning that may take place at diverse sites as well as at specialist and academic institutions. The content of learning covers technical and non-technical fields, capacity building as well as general employee training (such as Occupational Health and Safety, Life skills and Adult Basic Education and Training (ABET)).

#### **5. OBJECTIVES OF POLICY**

The Municipality, Council and employees are fully committed to training and developing all employees within the financial muscle and resources available, and this will be done by:

- Development of training and skills development strategy in line with the stipulations of Skills Development Act as amended and other relevant legislations.
- Introducing fair and reasonable objective principles for training and development of employees in the employ of Council.
- Providing guidelines for training and development of employees in the employment of the Municipality.
- Conduct thorough Skills Audit and identify gaps existing and devise strategies in terms of the broader vision of the Municipality.
- Allocate significant training resources, within the means of the Municipality.
- Sourcing comprehensive training and development programmes that focus on literacy, numeracy, technical competencies and management and development programmes.

## **6. POLICY CONTENT**

### **6.1 Training and Development**

The types of training courses will be determined by the Municipality. Employees are encouraged to become involved in their personal development, to manage their own careers by indicating their training needs to their supervisors.

The Municipality recognises that its human assets are its most vital resource and is therefore committed to ensuring that all employees receive appropriate training:

- To enable to meet the requirements of their present jobs.
- To cater for personal development.
- To enable them to make the most of their potential to perform.

In particular the skills development and training policy is guided by the following principles:

- Employees and managers shall develop and maintain their training and development on an on-going basis through proper professional training.
- Every individual is in the first instance responsible for his / her own continuous development.
- The municipality is therefore not necessarily responsible for providing or conducting all training. Various training providers are available for utilisation e.g. College, Universities, and external consultants.

The Municipality shall ensure that training courses are accredited by the relevant SETA governing the Local Government sector in order for employees to obtain credits for training courses attended. The Municipality will advance its own benefit and productivity by ensuring that each person in the organisation can perform effectively in their assigned responsibilities.

The Municipality will assist in determining training needs (i.e. knowledge, skills and attitude needed for optimal functioning and in guiding employees as to where and how training needs can be satisfied.

Programmes provided by the Municipality shall guide individuals on a variety of developmental routes, depending on the academic qualifications and / or experience and / or former disadvantaged circumstances of individuals, in order to facilitate accelerated employee advancement.

Together with his / her immediate supervisor/manager the individual must develop his / her own personal development plan based on the above. The Personal Development Plan (PDP) must be reviewed and updated at least once per annum.

The training and development efforts of the Municipality will comply with the relevant requirements requiring compliance from time to time.

## **6.2 Skills Development Facilitator**

The Municipal Manager (or delegated authority) will appoint a person who is employed by the Municipality or a formally contracted person from outside the Municipality to perform the functions of a Skills Development Facilitator in terms of Skills Development and Skills Levies Acts.

## **6.3 Career Streaming**

Career streams are vocational pathways along which an employee can move, to promote their own development and the organisation's capacity. Streams will be developed within the strategic priorities of local government and within its responsibilities for service delivery. Career streams do not necessarily provide "promotion" (upwards), but rather a number of different ways of moving within the organisation.

The Municipality will:

- Ensure that training and development of an employee is within identified career streams
- Assist employees to decide on the career paths they could follow.
- Provide study assistance to permanent employees according to organisational needs, capacity and priorities

## **7. IMPLEMENTATION AND MONITORING**

This policy will be implemented and effective once approved by the Executive Committee.

## **8. COMMUNICATION**

This policy will be communicated to all Municipal employees using the full range of communication methods available to the municipality.

## **9. POLICY REVIEW**

This policy will be reviewed and revised as and when necessary.

## **10. BUDGET AND RESOURCES**

The financial and resource implication/s related to the implementation of this policy will be qualified and quantified on an annual basis.

## **11. ROLES AND RESPONSIBILITIES**

### ***Council***

The Council's role is to encourage and facilitate the training and development of all employees and councillors in recognition of the strategic importance thereof. The Council is responsible for:

- Ensuring compliance with relevant legislation and national strategies, as well as consultation with the unions with regards to the implementation thereof.
- Approving (with due consultation) the training and development policy, the Workplace Skills Plans, and the implementation thereof. Evaluating and assessing results and/or progress.
- Providing the required resources as well as the infrastructure for delivery in order to meet strategic objectives, implementation plans and priorities for education, training and development.

### ***Managers***

The training and development of staff are a key performance area for Line Management. Their role is proactive, developmental and monitoring. Line Management is primarily responsible and accountable for:

- Ensuring that employees are developed and trained to do their work competently by continually monitoring performance and identifying developmental needs.
- Coaching, counselling and mentoring staff on an on-going basis.
- Liaising with the Skills Development Facilitator to address the identified developmental needs.

- Facilitating and actively supporting the transfer of skills to the workplace (i.e. the implementation of the newly acquired or enhanced skills and knowledge).
- Monitoring and evaluating the acquisition of and the subsequent transfer of skills, knowledge and attitudes (competencies) in the workplace and taking the necessary action.
- Familiarising themselves with the relevant legislation in order to ensure compliance.

### ***Employees***

Employees shall play an active role in the identification of their own developmental needs, and should commit themselves to participation in and ownership of training and development programmes in order to ensure the success of learning interventions. Their responsibilities include:

- Liaising with Management regarding their competency and performance in order to identify developmental needs.
- Making use of education, training and developmental opportunities in a responsible manner.
- Transferring the newly acquired or enhanced skills, knowledge and attitudes into the workplace, thus improving performance.

### ***Organised Labour***

The recognised Local Labour Forum is acknowledged as stakeholder in the processes of skills development. It will play an active role in consultative forums in order to represent the interests of their members both collectively and individually with regards to training and development. Their responsibility includes:

- Informing, encouraging and motivating their members to participate in appropriate training and development interventions.
- Actively engaging in the consultative forums and processes regarding skills development.
- Familiarising themselves with the relevant legislation in order to ensure compliance.

### ***Human Resources Section***

The Human Resources Section plays a supportive and integrative role with regards to training and development. The Section is primarily responsible for:

- Providing the infrastructure, systems, procedures and policies to ensure compliance with legislative requirements and corporate training and development initiatives.

- Ensuring that all training and development activities and initiatives are aligned with the overall integrated Human Resource Management strategy for the organisation.
- Facilitating, implementing, monitoring, evaluating and assessing all learning interventions as set out in the policy framework.
- Advising and providing guidance to all role players with regards to training and development initiatives of a corporate or a functional specific nature.
- Development and implementation of the workplace skills plan.
- Establishing and maintaining a data base with all relevant information of the education, training and development of any particular staff member.
- Custodian of the Training and Development Policies.
- Monitoring and reporting on budgets and expenditure relating to education, training and development.
- Liaising and co-operating closely with all relevant parties

### ***External Training and Development Providers***

In order to ensure the effective implementation of the Workplace Skills Plan external ETD providers may be utilised. The External Providers are responsible for:

- Ensuring that they comply with the conditions/requirements as set out in the contract with MUNICIPALITY
- Conduct continuous integrative assessments where appropriate.

### ***Skills Development Facilitator***

The roles of the skills development facilitator is to ensure compliance as per legislative requirements and to act as a link to the LGSETA. The responsibilities include the following

- Establishing consultative structures.
- Preparing and submitting the Workplace Skills Plan.
- Ensuring the implementation of the Workplace Skills Plan.
- Reporting on the implementation of the Workplace Skills Plan.
- Ensuring the effective management and co-ordination of the arrangements related to the skills development levy and levy grants.
- Facilitate communication between the Municipality and the LGSETA.

- Approval for the attendance by any employee of any training and/or development programme will be subject to:-
  - (i) Available funding.
  - (ii) Recommendation by the HR section that:
    - Training is accredited
    - Training is aimed at filling pre-determined skills gap.
  - (iii) Formal recommendation by the HOD.
  - (iv) Approval by the Municipal Manager.

## **12. PENALTIES**

Non-compliance to any of the stipulations contained in this policy may be regarded as misconduct, which will be dealt with in terms of the Disciplinary Code.

## **13. DISPUTE RESOLUTION**

Any dispute arising from this policy and/or the application thereof must be referred to the Executive Committee for adjudication.