

# TRAINING AND DEVELOPMENT POLICY Council Resolution: CR98-30/05/23

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- (a) no-port the achievement of the municipality's goals set out in the Integrated Development Plan by providing critical skills that ensure the delivery of quality services
- (b) Promote the development and retention of competent municipal staff, including the development of technical, professional and specialist staff who have the required qualifications and skills;
- (c) Support the employment equity objectives of a municipality;
- (d) Based on high quality provision and effective workplace learning and development of practices, including coaching, mentoring, on-the-job learning and opportunities for the practical application of skills in the workplace;
- (e) Seek to continuously improve its results and the returns on learning investments, by defining measures of success, conducting regular evaluations, and improving the impact of learning, training and development; and

(3) Skills Development must-

- (1) To assist employees who wish to acquire skills, knowledge and to develop themselves as individuals academically and through attending short courses, seminars, conferences, and academic training with registered institutions etc.
- (2) To assist councillors who wish to acquire skills and knowledge through attending short courses, seminars, conferences and other capacity building initiatives.

**3. OBJECTIVES OF THE POLICY**

Whereas the employees and Councillors who need capacity building; and Whereas to improve performance due to new skills and knowledge — This policy guides the capacity building procedures and processes.

**2. PREAMBLE**

"Employee" means a permanent employee appointed in terms of Greater Cityani Recruitment Policy, but excluding a contract employee, student and independent contractor.

"Intern" means a student or trainee who works, sometimes without pay, in order to gain work experience or satisfy requirements for a qualification. "Councillor" means a member of a municipal council

"Training" means an act or process of learning to improve job related skills of employees. "Development" refers to development possibilities within a job or position for a specific employee or Councillor with reference to his/her personal goals and growth.

"Skills Development" means Skills Development as described in the Skills Development Act No 97 of 1998.

"WSP" means Workplace Skills Plan as described in the Skills Development Act No 97 of 1998.

In this policy unless the context indicates otherwise:-

**1. DEFINATIONS**

and

- (a) Constitution of Republic of South Africa, Act 108 of 1996
- (b) ) Labour Relations Act No. 66 of 1995
- (c) Employment Equity Act No. 55 of 1998
- (d) Local Government: Municipal System Act, 2000
- (e) Local Government: Municipal Structures Act, 1998
- (f) Occupational Health and Safety Act No. 85 of 1993

(2) The following statutes shall form the basis of the municipality's training and development policy:

(1) The whole process must be underpinned by among others, the following fairness, equity and honesty, and transparency, qualitative, openness and unbiased.

### 5. LEGISLATIVE FRAMEWORK

- (a) The policy applies to all employees, Interns and councillors of Greater Giyani Municipality
- (b) The Municipality shall incur training costs for the training of employees, Interns and councillors.
- (c) The training programs should be in line with the overall objective of the municipality as outlined in the Workplace Skills Plan for each financial year.
- (d) The employee, Intern and councillor nominated and registered to attend a course or qualification program should not terminate his/her attendance before completion.
- (e) The councillor nominated and registered to attend a course or programme should not terminate his/her attendance before completion.
- (f) In the event of termination or discontinuation of attendance by the employee, Intern or councillor, the municipality shall recover all costs.

### 4. POLICY APPLICATION

- (6) The skills development process involves planning, skills assessment, implementation and review.
- (5) The municipality must support its employees by:-
  - (a) Clarifying the skills required for jobs, identifying relevant skills needs and developing opportunities to satisfy the skills needs.
  - (b) Identifying new skills and knowledge required by employees to support their career growth and progression.
  - (c) Creating learning opportunities which will allow their employees to develop the skills and expertise to enable them to compete effectively for placement in new or vacant posts; and
  - (d) Ensuring that skills development is a KPA in senior managers and supervisors performance agreements. This is aimed at promoting career development through consultations with employees.
- (4) An employee must take responsibility for his/her development and own career growth.
- (f) Be designed to support and reinforce other capacity building programmes in the municipality.

- (i) Integrated Development Planning;
- (ii) Municipal Budget;
- (iii) Human Resource Planning; and
- (iv) Performance Management cycle

(a) developed once every five years at the commencement of the Integrated Development planning process and may be reviewed annually thereafter; and aligned to the strategic planning cycles associated with the-

1. The determination of municipal skills needs, priorities and budgets must be

**7. SKILLS DEVELOPMENT PLANNING**

- (j) The successful completion of studies shall not automatically give grounds for promotion and increase in remuneration or any review of conditions of employment.
- (i) Where an employee, intern and councillor lack the necessary general education to enter training programme, general education should be provided through a special programme.
- (h) Training programmes should be designed, acquired or accessible to develop employees: skills to the required standard. Recognition of Prior Learning should be given wherever possible
- (g) Training programmes should be provided to allow members of the designated groups to compete equally for appointment and promotion in the labour market.
- (f) The training g programmes should be developed to facilitate employees' adjustment to structural change and technological innovation in the workplace.
- (e) All employees, irrespective of the race or gender, should be informed of training opportunities and encouraged to pursue a career path whenever such opportunities
- (d) Approval of training that take place outside the province must be approved by the relevant Director taking into consideration cost containment measures issued by the National Treasury.
- (c) Employees and Interns are required to indicate their training needs through Skills Audit Questionnaires issued annually.
- (b) Priority be given 10 training programmes identified in the annual WSP of Greater Giyani Municipality. Accredited Training providers are recommended to offer training as identified in the WSP. Google request for training by employees are not allowed.
- (a) All employees irrespective of their race or gender, have the right to training and to develop their full potential.

(1) The training and development activities of the municipality shall be guided by the following principles:

**6. TRAINING AND DEVELOPMENT - BASIC POLICY REQUIREMENTS**

- (g) Basic Conditions of Employment Act No. 75 OF 1997
- (h) Skills Development Act No. 97 of 1998
- (i) Skills Levy Act No. 9 of 1999
- (j) Staff Regulation Gazette No. 45181 of 2021

8. DETERMINATION OF SKILLS NEEDS

- (1) Skills needs in municipality must be determined by conducting-
  - (a) Skills needs analysis, in which the municipality must identify skills needs at municipal and department levels bases on critical roles, job categories and associated competencies; and
  - (b) And employee skills audit, which must identify skills needs associated with current roles and future career aspirations.

9. SKILLS NEEDS ANALYSIS

- (1) Every municipality must conduct a skills needs analysis that analyses the municipality's skills needs and assesses skills constraints on service delivery in the municipality as a whole and in each department or function.
  - (2) The skills needs analysis must identify the priority skills needs, which if effectively developed, will have a marked impact on the municipality's performance.
  - (3) The process of identifying the skills needs must-
    - (a) guided by the critical and scarce skills list for the sector published by the Minister of Higher Education and Training and the Local Government Competency Framework for Occupational Streams.
    - (b) consider the related institutional capacity needs and workplace skills plan of the municipality; and
    - (c) cover all major roles in the municipality, including-
      - (i) Management and leadership;
      - (ii) Technical, specialist, professional and administrative roles; and
      - (iii) Specified priority skills needs.
- (4) The skills needs analysis must be based on-
  - (a) A strategic evaluation of skills needs that have constrained the service delivery and performance municipality and each of its departments or functions in the current year
  - (b) A review of community feedback information and assessment as to whether a lack of skills had contributed to the shortcomings in respect of service delivery;
  - (c) a review of the effectiveness of the implementation of previous priority skills development programmes and interventions; and
  - (d) an analysis of individual employee personal development plans to identify common skills needs across job categories.

Training

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## 10. STAFF SKILLS AUDIT

- (1) The municipality must conduct a skills analysis using programmes or systems determined by the Minister to ascertain the skills needs of employees in respect of their current roles.
  - (2) Skills audit may comprise-
    - (a) Bio-graphical audits which includes information on the educational qualifications and of and experience of an employee;
    - (b) perception based on assessments, and
    - (c) evidence based assessments, including assessment using psychometric instruments.
  - (3) Skills audit must be conducted once every five-years within 24 months from the election of the new council of a municipality.

## 11. RECOGNITION OF PRIOR LEARNING ASSESSMENT

- (1) A recognition of prior learning assessment determines an employee's skills and knowledge acquired through formal training conducted by industry or educational institutions, work experience and on-the-job training.
  - (2) Recognition of prior learning assessment must be conducted-
    - (a) By service providers that are accredited by the relevant Education and Training Quality Assurance body; and
    - (b) In line with the provisions of the National Qualification Framework Act, 2008 (Act No. 67 of 2008).

## 12. PERSONAL DEVELOPMENT PLANS

- (1) Every employee must have a personal development plan that sets out the strategies to-
  - (a) Address an employee personal development needs and specific skills to be developed for their current roles arising from the skills audit, as well as the learning interventions required to build these skills; and
  - (b) Develop new skills and provide exposure to new areas of work, which are aligned to the municipality's strategic objectives.
- (2) The personal development plan must consider the skills audit and the requirements of the performance management system.
  - (3) An employee may only undergo training that is-
    - (a) Contained in personal development plan or
    - (b) Approved by the municipal manager or his/her delegate.

## 13. WORKPLACE SKILLS PLAN

- (1) The municipality must, develop a workplace skills plan arising from the outcomes of institutional skills needs analysis and the individual skills audits.
  - (2) The workplace skills plan must include-

and

- (1) The municipality must establish a skills development budget that provides funding for training and development identified in the workplace skills plan.

#### 14. BUDGETING FOR SKILLS DEVELOPMENT

- (4) The municipality must submit a completed workplace skills plan to the LGSETA on 30 April of each year.
- (3) The work place skills plan must be included in the municipality's IDP.
  - (a) The priority skills need for the municipality and each department or function;
  - (b) The associated interventions that the municipality intends conducting; and
  - (c) All aggregation of the learning and development initiatives from employee personal development plans.



- (1) Supervisors must ensure the development of employees through re-allocation, rotation, and secondment of employees across functions within a municipality with due regard to service delivery requirement, where applicable.
- (2) The municipality must ensure the effectiveness management of the quality of learning delivery, especially that which is provided by the external training providers.
- (3) Supervisors must be encouraged to gain coaching skills and should actively coach and support the development of employees who report to them.
- (4) The municipality should prioritize the appointment of employee mentors who are experts in their fields to support structured skills transfer in order to achieve the required specialist and technical skills in respect of priority.

### 16. OBLIGATION OF A MUNICIPALITY

- (i) Professional coaching of employees by external on internal expert coach, where such capacity exists;
  - (ii) Coaching of employees by supervisors, including guiding an employee to develop new skills;
  - (iii) mentoring to acquire technical, professional or specialist skills, which may include structured mentorship programmes;
  - (iv) the creation of work exposure opportunities that may accelerate learning and or skills development, including-
  - (aa) allocating employees to specific project.
  - (bb) seconding an employee to another department or work area to increase an employee exposure to work other processes and systems;
  - (cc) increasing the responsibilities allocated to an employee.
  - (dd) rotating employee through the full range of activities of a particular process or department; and
  - (ee) work shadowing, where an employee is given the opportunity to observe a more senior professional or manager at work, enabling an employee to understand more complex and challenging roles in a structure and secure manner; and
  - (e) professional development programmes
- (1) The municipality must focus on developing priority skills through-
- (a) Structured learning programmes, which may include learnerships, apprenticeship, technicians-in-training programmes and graduates-in-training programmes;
  - (b) Structured on-the-job learning and development, which may include-

### 15. TYPES OF SKILLS DEVELOPMENT PROGRAMMES

- (a) A municipality's own training budget;
- (b) The skills development levies as prescribed in terms of Skills Development Levies Act (Act No. 9 of 1999);
- (c) Discretionary and mandatory grants received from LGSETA; and
- (d) Provincial and national government capacity building grants

- (2) Funding training and development of employees will derive from-

## 17. EVALUATING SKILLS DEVELOPMENT QUALITY AND IMPACT

- (1) The municipality must-
  - (a) Conduct regular evaluations of the workplace skills plan and personal development plans as their implementation; and
  - (b) Adjust its learning programmes to improve its effectiveness, including the impact on reducing the skills constraint on service delivery.
- (2) The municipality must ensure that-
  - (a) Every supervisor annually report on progress on implementing employee personal development plan;
  - (b) The effect of implementing personal development plans for employees is evaluated.
  - (c) Evaluation using standard benchmarks determined by the Minister, respond to priority learning programmes and contribute to the development of skills which result in improved performance and service delivery; and
  - (d) Regular skills development reports and evaluation results are-
    - (i) integrated into the wider capacity building initiatives within the municipality; and
    - (ii) Reported to the relevant provincial and national capacity building structures.

## 18. BURSARIES

- (1) The municipality will grant bursaries for academic qualifications of employees who wish to register with recognized academic institutions for secondary school studies (part-time) as well as tertiary institutions. **No bursary for full-time studies will be awarded to applicants.**

- (2) The municipality will grant bursaries to an employee who wants to study for a qualification that is relevant to core business as provided by the Integrated Development Plan (IDP) and Workplace Plan (WSP)
- (3) Applications for bursaries will be initially be open from 01<sup>st</sup> of September of each year and closes on 31<sup>st</sup> of that year and will again open on 01<sup>st</sup> of March and closes on 30<sup>th</sup> of April of the following year. Applications received after the closing date will not be considered.
- (4) Approval for studies shall granted to employees for part-time, or studies undertaken outside normal working hours
- (5) Preference should be given to applicants with no tertiary qualification or senior certificate in the case of secondary school qualification and postgraduate, Section 54A and 56 Managers will not be considered.
- (6) Proof of reg and payable shall accompany application for study assistance.
- (7) The bursary shall be limited to tuition fees not exceeding thirty thousand rand (R30,000.00) per academic and examination fees.
- (8) To qualify for bursary an employee shall have one (1) year's continuous service with the employer .
- (9) Accommodation, subsistence and travelling allowance as well as purchase of prescribed study materials not be covered by the bursary.
- (10) Bursary committee comprising of all directors should consider applications for bursaries. One rep per union should be invited as an observer.
- (11) The bursary Committee shall submit its recommendations to the Municipal Manager for approval,

Training,

Signed by  
MAYOR: CLLR ZITHA

SIGNATURE



DATE

30/05/23

The policy shall reviewed after a period of two (2) years.

### 21. POLICY REVIEW

This policy takes effect after approval by the Council.

### 20. POLICY IMPLEMENTATION

Corporate department.

### 19. POLICY IMPLEMENTATION AUTHORITY

- (12) A successful applicant must sign a bursary contract with the municipality represented by Accounting Officer.
- (13) Payment of bursary will continue until completion.
- (14) Application for study leave for employees with scholarship or other study aid should be considered for officials sufficient leave credits on 50-50 basis. In an instance where an employee exhaust the leave credits unpaid leave will be granted until s/he complete the study.
- (15) Results of subject/courses passed should be submitted each year before payment is done. The bursary holder who failed subjects/courses will pay for the repeat of the failed subject/courses at own expense. If an employee discontinues before his/her study is completed the bursary will be suspended such employee will be required to repay all the money paid on his/her behalf.
- (16) Previous bursary holders who have completed their qualifications will only be considered for further after three (03) years in service.
- (17) Leave for study purposes shall be treated as provided for in the collective agreement or regulations.
- (18) The successful of completion of studies shall not automatically give grounds for promotion, increase in remuneration or any review of conditions of employment.
- (19) The employee granted bursary should not terminate his/her services with the municipality before the completion of three (03) years in service. In the event of termination of employment before above period, the municipality shall recover from the employee the outstanding money paid to the employee as a bursary holder. The outstanding bursary money will be deducted from any money due to the employee. Should the amount not be sufficient to cover the bursary balance, legal steps will be sort to recover the remaining balance.