

# UMZIMVUBU LOCAL MUNICIPALITY



**UMZIMVUBU**  
— LOCAL MUNICIPALITY —

## TRAINING AND DEVELOPMENT POLICY

**21**

# MUNICIPAL TRAINING AND DEVELOPMENT POLICY

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## DEFINITION OF TERMS

<b>Assessment</b>	The process of gathering sufficient information for evaluating what learners know and can do, against a specific measurement, including but not limited to qualification, performance measure, unit standard. This may take place through a number of methods, including but not limited to portfolios, simulations, workplace assessments or written and oral examinations.
<b>Education, Training and Development</b>	The term used to describe the practices which directly or indirectly promote or support learning.
<b>Learning Programmes</b>	Skills programmes, Learnerships and Apprenticeships are structured learning programmes that combine learning at a Training Institution with practical work- based learning in an integrated programme. They may lead to a formal qualification.
<b>Continuous Professional Development</b>	Professional, credit-bearing short training courses, including conferences and seminars where specific learning outcomes are assessed for the purposes of eligibility for professional registration with a professional body.
<b>Coach</b>	A knowledgeable and experienced individual who is responsible for providing support, advice and counsel to other employees.
<b>Coaching</b>	A process of deploying experienced individuals to provide guidance and advice that will help to develop the careers of protégés allocated to them.
<b>Mentor</b>	A subject matter expert who transfers specific skills to an employee
<b>Mentoring</b>	A formal process that enables specific learning and development to take place through transferring of skills from a Coach to an employee.
<b>National Qualifications Framework (NQF)</b>	A framework which consists of 10 hierarchical levels, including AET, for the registration of national standards and qualifications in the education and training system.
<b>Personal Development Plan (PDP)</b>	A PDP constitutes the creation of a clear development action plan for an individual employee for which the individual takes primary responsibility for their development. A PDP is contracted between the line manager and the employee and generally covers a period of time no less than 1 year. HR and Line Departments facilitate its implementation. PDP's include the wider personal aspirations of an employee in addition to job specific training. They will span more than one Workplace Skills Plan cycle.
<b>Recognition of prior learning(RPL)</b>	RPL is a form of assessment that acknowledges skills and knowledge acquired through, formal and informal training conducted by industry or educational institutions, work experience and on-the-job training. Its purpose is primarily developmental.
<b>South African Qualification Authority (SAQA)</b>	Responsible for overseeing the development and implementation of the National Qualifications Framework. The South African Qualifications Authority (SAQA) came into being through the promulgation of the SAQA Act.
<b>Sector Education and Training Authority (SETA)</b>	A body established under the Skills Development Act in terms of section 9(1). Its main purpose is to contribute to the improvement of skills in South Africa through achieving a more favourable balance between demand and supply. In addition, SETA's will monitor education and training in the sector, and therefore will fulfill all

	the functions of ETQA's.
<b>Workplace Skills Plan (WSP)</b>	A Workplace Skills Plan is a formal documented plan of individual and organizational training interventions within an annual training cycle. The requirement to develop such a plan arises from the Skills Development Act. The process of developing this plan is contained within the act and includes consultation with staff and trade unions. The plan is submitted to the relevant SETA on an annual basis.

## **ABBREVIATIONS**

ULM- Umzimvubu Local Municipality

HR- Human Resources

HRD- Human Resource Development

TD- Training & Development

NQF- National Qualifications Framework

AET- Adult Education Training

PDP- Personal Development Plan

RPL- Recognition of prior learning

SAQA- South African Qualifications Authority

SETA - Sector Education and Training Authority

ETQA's- Education and Training Quality Assurance

WSP- Workplace Skills Plan

IDP- Integrated Development Plan

LGSETA- Local Government Sector Education and Training Authority

SOP- standard operating procedures

ROI- return of investment

## **1. PREAMBLE**

The Municipality is fully 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. This will also be provided to enable Employees to acquire the skills, knowledge, related qualifications and to unlock their potential to meet its future human resources needs.

## **2. OBJECTIVES**

- 2.1 To provide skills development framework for Employees
- 2.2 To provide a framework for aligning training needs with the strategic objectives of the Municipality.
- 2.3 To equip Municipal Human Resources with the necessary skills for better service delivery.
- 2.4 To manage skills development processes within the Municipality.
- 2.5 To cater for the previously under privileged sections of the Municipal Human Resources.
- 2.6 The management and provision of Training and Development (TD) at Umzimvubu Local Municipality (ULM) promotes the achievement of organisational goals and objectives as expressed in the Integrated Development Plan (IDP) and supporting Human Resources Strategies of individual Departments
- 2.7 Employees have access to quality Training and Development opportunities
- 2.8 To ensure that ULM complies with national guidelines and criteria for skills development.

## **3. APPLICATION OF THE POLICY**

This policy shall apply to all Employees of ULM and to non- employees or temporary/ contract employees who are undergoing municipal based training and development through learning programmes, development programmes and internships at Umzimvubu Local Municipality

## **4. TRAINING AND DEVELOPMENT STRATEGY**

- 4.1 This Policy is a strategic framework designed to serve as a guide and shall be executed and administered in all departments at Umzimvubu Local Municipality
- 4.2 Training and development plans and programmes for all job levels shall support the Municipality's strategies, action plans, human resources planning process as well as any other present and future training and development needs.
- 4.3 All training and development initiatives shall be properly planned, programmed and recorded, and the results reviewed to determine how training methods can be improved and how maximum benefit can be obtained from resources devoted to training and development.
- 4.4 This will inter alia include a systematic and cost-effective training development approach, consisting of externally developed and presented, as well as in-house training and development Programmes.
- 4.5 In respect of all training and development activities, the following shall apply.
  - 4.5.1 A structured approach to identify training and development needs; cost-effective procurement and/or development of training courses or programmes based on needs and evaluated in terms of criteria laid down from time to time;
  - 4.5.2 Training needs will be prioritized as per Departmental skills gaps provided that it is in the opinion of the Manager and be presented through an annual training programme.
  - 4.5.3 The evaluation of training in terms of trainee reaction, learning practical application, and results achieved;
  - 4.5.4 Annual reporting on training interventions.
- 4.6 Similarly, a continuous programme of training shall be planned and implemented whenever it is deemed necessary.
- 4.7 The Corporate Services Department shall provide advice and assistance on training activities, and it will be responsible for administrative and operative co-ordination of the training process and programmes.
- 4.8 Training budget for the whole Municipality will be centralized and be under the control of Corporate Services Department.
- 4.9 Use of training funds will be strictly authorized by Corporate Services Department.
- 4.10 These funds will be used strictly according to the approved annual training plan , Workplace Skills Plan, and the training standards & principles

set out by the South African Qualifications Authority (SAQA) and Sector for Education and Training ( SETA's)

- 4.11 The affected departments of employees undergoing training process and programmes shall be liable for the expenses incurred for travelling and accommodation. The training funds will be used solely for training costs
- 4.12 Departmental training schedule based on the assessment of individual Municipality training needs will be drawn up annually to take full account of the human resources needs of various departments and shall include budgetary provisions.
- 4.13 Training and development shall commence with the initial appointment of new Employee and continue as long as the Employee is employed in the Municipality.
- 4.14 Existing Employees shall be enlisted in the annual training programme in accordance with the priorities established by way of a structured analysis of training needs.
- 4.15 All training must be work-related and the results measurable against pre-determined objectives.
- 4.16 These results, where possible, are to be expressed in cost benefits.
- 4.17 Annual Workplace Skills Plan will be submitted to the Local Government Sector Education and Training Authority (LGSETA) in terms of the Skills Development Act of 1998 and will be based on the training programme that is designed for the respective financial year.
- 4.18 Payment of membership fees shall be limited to not more than three institute or bodies per municipal official
- 4.19 The membership fees shall be paid from the Training budget.
- 4.20 Employees who are members of professional bodies or institute shall be given paid time-off to attend workshops, conferences, seminars and any other relevant meetings.
- 4.21 The Municipality shall pay the full amount of annual membership fee upon receipt of a request and remittance advice from the Employees / Councillors.
  - 4.21.1.1 Each and every employee undergoing Training shall sign a Training agreement with the Municipality
  - 4.21.1.2 If an employee then fails to attend a training after signing an agreement, he /she shall reimburse the total amount of funds paid towards that training, if the training forms part of his/her skills audit form

## **5. RIGHT AND OBLIGATIONS OF EMPLOYEES**

- 5.1 ULM shall ensure that each employee has a Personal Development Plan (PDPs), which is consistent with the employee's current position and duties and the employee's projected development path.
- 5.2 Individual employees shall be required to undergo appropriate assessments in order to develop PDPs.
- 5.3 The PDPs shall be confirmed through agreement between the manager and employee.
- 5.4 PDPs shall cover a minimum period of 1 year; and reviewed annually through individual performance reviews as provided for in the performance management policy
- 5.5 Employees shall have access to appropriate developmental interventions, based on their PDP and within available budget prioritisation.
- 5.6 Employees shall be required to enter into appropriate service contracts with ULM when undergoing funded interventions which lead to formal qualifications
- 5.7 Employees shall be supported through appropriate mechanisms, where required and where such interventions form part of their PDPs, provided that such support is not contradicted elsewhere in this or any other municipal policy framework.

## **6. MUNICIPAL SKILLS DEVELOPMENT / TRAINING COMMITTEE**

- 6.1. With regards to capacity building, the Skills Development Committee of the Municipality shall assist in co-ordinating and ensuring an integrated approach to effective and goal orientated training and development interventions in the Municipality.
- 6.2 The Training Committee shall also foster equal access to training and development opportunities to staff
- 6.3 This Training Committee shall be composed of representatives of all Departments, 2 Councillors from Corporate Services Portfolio Committee and two Trade Union Shopstewards of the Municipality.
- 6.4 One of the Councillors serving in the Training Committee shall act as a Chairperson of the committee and may delegate chairing powers when the need arises.
- 6.5 Meetings shall be held on a quarterly basis, unless otherwise decided.
- 6.6 Functions of the Training Committee shall be:
  - 6.6.1 Assessing and monitoring training needs of the Employees Councillors and those of the Committee members.
  - 6.6.2 Assisting in prioritising the identified training needs of their constituencies.



- 6.6.3 Reviewing, monitoring and making recommendations on employment and training practices in order to achieve relevant objectives and targets of the Municipality.
- 6.6.4 Evaluation of skills development
- 6.6.5 Overseeing ongoing communication and feedback on all matters relating to equity, unfair discrimination and affirmative action in employment and training practices.
- 6.6.6 Assessment and evaluation of the Workplace Skills.
- 6.6.7 Assessment and evaluation of the effectiveness of training.
- 6.6.8 Making recommendations on allocation of training funds to the training programme.
- 6.6.9 Reviewing and formulation of training and development policies of the Municipality.
- 6.6.10 Constituting liaison between the Corporate Services Department, other departments on matters relating to skills development and employment equity activities.
- 6.7 All recommendations made by the Training Committee shall be submitted to the relevant Committee of the Municipality.
- 6.8 The training committee members must be appointed in writing from the Municipal Manager and must serve a period of two years except Councillors.

## **7. INDUCTION**

- 7.1. Every new Employee, regardless of function or Department /Section, shall receive systematic induction training, which will enable the newly employed to become fully oriented in their respective jobs in the shortest possible time.
- 7.2. Every new Employee will receive induction about the Municipality from the Corporate Services Department, HR Section within 1 month, starting from the day he or she assumes duties.
- 7.3. HR Manager/ HRD Officer when inducting new Employee will be guided by the induction policy and manual.

## **8. IN-SERVICE TRAINING FOR MUNICIPAL EMPLOYEES**

- 8.1 The objective of in-service training is to impart skills, knowledge and to

Modify attitude of an Employee in the work place in order to improve his/her competency.

- 8.2 An Employee, being trained at his/her workplace, shall not be entitled to compensation in respect of travelling and/or subsistence costs.
- 8.3 An Employee, who received training at a place other than the workplace, will be entitled to travelling costs in accordance with the tariffs and conditions applicable in the municipal subsistence and travelling policy, provided, should it be more advantageous to the Municipality for the Employees to travel between his/her place of residence and the training venue daily, arrangements will be made accordingly.
- 8.4 If an Employee attends external courses, workshops, or seminars, that are not presented by a Municipal official and not in the Municipality premises, the prevailing travelling and subsistence tariffs as applicable to the individual concerned, shall be paid in accordance with the procedure in this regard.
- 8.5 If the Municipality arranges training and development activities that are exclusively intended for Municipal Employees, any travelling and subsistence costs that might result from that shall be settled directly by the Municipality.
- 8.6 Attendance of all courses, workshops and seminars shall be recommended by the Department and approved by the Municipal Manager or a delegated person.
- 8.7 The Municipality may from time to time, require that an Employee be subjected to training of short duration in a particular field of study in order to acquire specific skills.
- 8.8 If such training is conducted by an institution other than the Municipality the following conditions shall apply:
  - 8.8.1 The Municipality must undertake to pay for all costs incurred for registration, books or modules, tuition fees, travelling and accommodation.
  - 8.8.2 Clause (7.8.1) above shall apply provided that the following conditions are met:
    - 8.8.2.1 The duration of the course does not exceed 30 working days per financial year.
    - 8.8.2.2 It is a result of a skills audit and/or Performance Management System.
    - 8.8.2.3 The Manager concurs that the course would be to the advantage or benefit to the Municipality and the Employee concerned;
    - 8.8.2.4 The training is relevant to the Employees day-to-day functions;

8.8.2.5 The Employees is not registered for other formal studies of a similar or extended duration;

8.8.2.6 The total costs per training course shall be capped at R25 000-00 per person in each financial year;

8.8.2.7 If the total training costs exceed R25 000-00 per training course and per person in a financial year, the person concerned will be required to pay the difference.

## **9. STUDY REGULATIONS**

9.1. This is a regulatory framework designed to afford the personnel of Umzimvubu Local Municipality the opportunity to develop themselves in a formally structured way on a basis of identified requirements in the interests of the Municipality, in order to be able to cope satisfactorily with present and future allocated duties.

9.2. The Municipality supports the continuous development of its Employees and Councillors and however the operational requirements of the Municipality and relevance of the studies concerned to the Department shall always be the primary concern.

9.3. Employees who wish to undertake a study course towards obtaining a work related qualification, a degree or equivalent qualification must first obtain approval from the Municipality through the Municipal Manager.

9.4. The Municipality shall consider each individual case upon application to ensure that the studies an Employee wishes to pursue, are in the interests of the Municipality.

9.5. The Municipality may, after favourable consideration, assist the Employee by granting:

9.5.1 Study leave

9.5.2 Financial assistance subject to the availability of funds as provided for by each Department.

9.6. Examination leave and special study leave

9.6.1 Examination leave with full pay for every day on which the Employee has to sit for an examination may be granted, provided that it is in the opinion of the Manager:

9.6.1.1 It has the object to better equip the Employee concerned for a career in the Municipality;

9.6.1.2 It is in a field of study which is in full or part of the interests of the Municipality.

9.7 Special study leave with full pay equal to the number of days on which he/she sits for an examination as contemplated in subparagraph 9.6.1

- 9.7.1 may be granted to the Employee to enable him/her to prepare himself or herself for examination.
- 9.7.2 In all above cases, an examination roster must be submitted to the Manager at least 3 weeks prior to writing of first paper, or 1 month if the period of absence will be more than 2 weeks, unless there are factors beyond the staff members control, for example, late issue of timetable by the institution
- 9.7.3 If the special study leave granted in terms of subparagraph 8.7.2 precedes and succeeds a day of rest (weekend or holiday) or two or more consecutive days of rest, such day or days of rest, although to be recorded as special leave, must not be included when calculating the number of days special study leave which may be granted to the Employee
- 9.7.4 An Employee who studies part-time or by means of correspondence at a recognised educational institution and who as a result of his/her studies, is required to be absent from his/her place of work, may be released from duty and be granted a special leave on full pay for every day of annual leave taken, provided that does not exceed 4 (four) months in each financial year.
- 9.7.5 The Employee shall take half of the days as annual leave, and the remaining half will be granted to him/her as special leave with Municipality's approval (50/50 basis) subject to the following conditions:
- 9.7.5.1 If this period also includes any examination, the arrangements set out in clauses no. 8.6.1 and 8.6.2 will prevail.
- 9.7.5.2 If any examination falls outside the period of arrangements set out in clauses no. 8.6.1, clause no 8.7.5 will apply. Every 8 (eight) hours taken shall be an equivalent of one day's annual leave.
- 9.7.5.3 Special study leave on a 50/50 basis shall be further granted upon request by an Employee / Councillor for compiling a dissertation or thesis up to a maximum of 26 working days per academic year i.e. 13 days of an Employee's annual leave plus 13 days of special study leave.
- 9.7.6 Special study leave is subject to the Employee serving the Municipality for a period for which the special leave was taken, a period of two months being a minimum, irrespective of the duration of the course.

9.7.7 If the Employee leaves the Municipality's employ before the expiry of the period concerned, the remuneration in respect of the special study leave granted shall be refunded to the Municipality.

9.7.8 An Employee or officer who serves in a rank in which candidates are normally appointed with a view to train in specific fields and who study part-time at a Technical College, Technicon, University or other recognised educational institutions may be released from duty to the extent required by his or her studies, based on a contractual agreement entered into with the Municipality.

9.7.9 The granting of leave privilege as set out in this section is subject to the Manager being satisfied that the studies are in the interests of the Municipality.

9.7.10 The study and examination leave may not be taken in conjunction with any other leave other than annual leave.

9.8 Qualification Recognition Incentive will only be applied within circumstances where an employee furthers his/her studies over and above the minimum requirements for the position that he/ she is currently occupies. Employees must enrol for qualifications that are in line with the municipal core functions and related to the employee's key performance areas.

9.8.1 An employee who successfully completes such a qualification will be entitled to a once-off lump sum payment of 50% of one's one month salary calculation, at the date on which he/she completes the qualification.

9.8.2 The incentive will be applicable to employees who obtain a post matric qualification and will not be applicable to short courses.

9.8.3 The recognition award will be paid once, during the employee's tenure at Umzimvubu Local Municipality irrespective of how many qualifications are obtained by the employee.

9.8.4 This recognition payment will be made only after the employee produced documentary proof of the qualification that has successfully been completed and awarded.

9.8.5 Only qualifications completed whilst in the employ of Umzimvubu Local Municipality will be considered.

## 10. STUDY GRANT

10.1 The Municipality shall approve study grants subject to an agreement entered into between the Municipality and the Employee in respect of which the following conditions will be specified:

- 10.1.1 The Municipality shall pay up to 100% of the cost of books, registration and tuition fees directly to the institution where possible in each academic year.
- 10.1.2 The total cost referred to in clause 10.1.1 shall not be recoverable from the Employee unless conditions of the study grant are not met
- 10.1.3 The offer of a bursary by the municipality shall be renewed on an annual basis through a signed agreement, subject to performance of the employee.
- 10.1.4 If the Employee has failed or not written exams, the Employee must provide a written report to his/ her Manager stating causes and reasons for such failure and motivating for the continuation of the financial assistance by the institution of which the municipality shall not unreasonably withhold.
- 10.1.5 The Employee who has received a study grant, irrespective of whether he/ she has written or not written final exams or have passed or failed the exams, must undertake to serve the municipality for a period equal to the period of study
- 10.1.6 The performance of the employee shall be monitored on an annual basis (twelve months)
- 10.1.7 The employee shall be required to submit an original copy of final examination results annually to the HR Division of the Corporate Services Department not later than two weeks after receipt
- 10.1.8 The municipality shall recover the registration fee, tuition fee (per module failed) once the employee fails to produce results indicating pass or progress to the next level
- 10.1.9 The amount owed by the employee shall be recovered by Budget and Treasury department before the beginning of the next financial year.
- 10.1.10 If the Employee fails to serve the full portion of the period referred to in Clause 10.1.4, a full or pro rata portion of the study grant shall be recoverable from the Employee without interest.
- 10.1.11 Upon successfully completing the study programme, the Employee will not be automatically eligible for promotion.
- 10.1.12 The Employee must further undertake to pursue his/her studies diligently and complete the studies within a specified period.
- 10.1.13 Should the Employee fail to complete the study programme owing to any reason or leave the employ/ service of the Municipality before completing the study programme and/ fail to serve the Municipality for a

required period, the amount of money paid by the Municipality shall be recoverable from any emoluments due to the Employee

- 10.1.14 Employees shall be held financially accountable for non-attendance failure of progress in Municipal funded interventions as required by the Municipal Finance Management Act, 56 of 2003
- 10.1.15 Employees who are repeating subjects shall be required to take their own leave for class attendance, examination preparation and writing. Such employees shall also be required to pay for their repeat subjects.
- 10.1.16 First priority for study grants will always be given to Employees who wish to register for tertiary education for junior degrees/diplomas, than to Employees who want to further other studies and however, the nature of the job and operational requirements will take preference, taking into account the Employment Equity and Workplace Skills Plans.
- 10.1.17 The funding of full post graduate qualifications shall only be considered based on the business needs of the municipality and on the submission of a compelling motivation to the Municipal Manager
- 10.1.18 Study grants will be provided for in the annual training budget by the Corporate Services Department.
- 10.1.19 Applications by Employees for annual study grants shall be made by an Employee at least 1 month before the commencement of the following academic year of the intended study programme and/or 2 months before commencement of the following financial year of the Municipality to the Corporate Services Department subject to whatever workable time frame for the Municipality.
- 10.1.20 All applications for making a provision in the subsequent budget for a study grant in the subsequent budget must be supported and recommended for consideration by the Manager in writing.
- 10.1.21 Only study grants applications processed in terms of this policy will be considered for allocation of funds and approval. Study grants will not be paid retrospectively as reimbursement to an Employee
- 10.1.22 If services of an Employee are terminated before serving or completing the required period of service, the refund of the study grant shall be based on the following formula:

$$\frac{A \times C}{B - 1}$$

Where A = amount of study grant

Where B = study period

Where C = required or balance of required service period

10.1.23 Study grant will be for part-time studies or distance learning only.

10.1.24 If an Employee has received a study grant for a 3 year Degree / Diploma he / she will have to work back years equivalent to the years studied for the diploma / degree.

## **11. ADMINISTRATIVE REGULATIONS**

- 11.1 The Workplace Skills Plan is a statutory requirement, arising out of the Skills Development Act. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the Municipality's strategic requirements as contained in the IDP and the individual departmental recruitment strategies and individual employees' PDPs
- 11.2 The training and development programme shall be managed and Administered by the Corporate Services Department.
- 11.3 An annual training programme with full financial implications shall be drawn up and administered by the Corporate Services Department
- 11.4 All course candidates or would-be course participants will sign an undertaking to attend a planned and organised course in terms of the annual training programme or any other arrangement prior to arrangement of the course attendance.
- 11.5 All training courses to be attended shall be communicated to relevant departments 2 weeks before training is conducted in order for departments to prepare travelling arrangements for employees
- 11.6 Transport arrangements shall be done for employees who do not receive any travelling allowance by Corporate Services and their respective departments
- 11.7 All employees receiving travelling allowance shall use their own transport when attending trainings
- 11.8 In instances where there will be more than 3 employees attending the same training and receiving travelling allowance then they have to share one car except when prohibited by any other policy or legislation.
- 11.9 Cancellation of training course attendance with valid reasons must be done at least 5 days before the commencement date of training.
- 11.10 Reasons for cancellation of the training course attendance must be objectively convincing and acceptable, failing which 100% of the irrecoverable costs will be recovered from the candidate concerned.



- 11.11 Late cancellations will not be acceptable, and applicable training costs will be recouped from the candidates when causes of cancellation are beyond the control of the candidate.
- 11.12 The candidate shall be liable for additional training costs incurred by him/her outside the scope of training course financial arrangements which include, travelling, accommodation, meals, course fee and incidental costs **which are not directly or indirectly related to the training in question.**
- 11.13 A database of accredited training service providers shall be established and maintained by the Skills Development and Employment Equity Unit of the Municipality.
- 11.14 Quality and expertise of training providers shall be considered as first priority in order to maintain high standard and quality of training.
- 11.15 A training provider will under normal circumstances be paid after delivery of training except when this arrangement is not tenable.
- 11.16 An Outcome Based Assessment may be conducted by the Skills Development and Employment Equity Unit at least once a month after training to test cognitive abilities and skills gained by the Employee who attended a training course.
- 11.17 Reducing the spread of infectious diseases, meetings/trainings/ gatherings associated with training and development may be held virtually to minimize the risk of spreading the infection and adhere to declared regulations of the country.

## **12. TRAINING MANAGEMENT REGULATIONS.**

- 12.1. The training and development programme shall be facilitated by the Skills Development Unit and administered by the Human Resources Division within Corporate Services Department.
- 12.2 An annual training programme with full financial implications shall be drawn up by the Skills Development and Employment Equity Unit.
- 12.3 A skills audit will be done on all Employees and Councillors in order to develop a five year skills development Plan which shall be reviewed every financial year.
- 12.4 Job descriptions for all Employees shall be provided by Corporate Services Department to enable Employees to clearly understand duties assigned to them accordingly.
- 12.5 Job descriptions/profiles for every position in the organogram shall be provided by Corporate Services Department to enable the Skills

- Development/Employment Equity Unit and the Managers to identify the skills gaps for all individual Employees.
- 12.6 Each Employees shall be provided with the Job description/key performance areas which will serve as a guide when completing the skills audit form.
- 12.7 All Managers shall convene departmental staff meetings so as to collectively discuss the requirements of the skills audit forms.
- 12.8 Skills audit outcomes shall be compiled and tabled to all Managers by the Skills Development and Employment Equity Unit.
- 12.9 Training needs analysis shall be conducted by the Skills Development and Employment Equity Unit with the Managers, using the following types of needs analysis:
- Context analysis - analysis of the Municipal needs versus training as a solution.
  - User analysis- analysis of identifying the key participants and decision-makers in implementing business needs.
  - Work analysis- analysis of the job and the requirements for performing the work.
  - Content analysis- analysis of documents, equipment and **standard operating procedures (SOP)** used on the job
  - Training suitability -analysis of whether training is the best and most Analysis appropriate solution to the Municipal needs.
  - Cost-benefit analysis- analysis of the **return of investment (ROI)** of training.
- 12.10 Consultative meetings shall be conducted with Managers to prioritize the training interventions and the key positions to be capacitated to successfully achieve the strategic objectives.
- 12.11 An informed training and development plan shall be developed for the Municipality and shall be in line with sector skills priorities for each financial year.
- 12.12 The annual training programme shall be adopted by all key stakeholders/ and thereafter be communicated to all Employees by Heads of departments.
- 12.13 Training shall be implemented as per the adopted plan, amendments and or recommendations regarding the implementation of the adopted plan shall be made in writing and be approved by the Municipal Manager.
- 12.14 Skills programmes and learnerships shall be considered by the Municipality to roll out the Workplace skills plan.
- 12.15 A summative evaluation shall be conducted by the qualified assessors within departments with the assistance of the Skills Development and Employment

Equity Unit quarterly after training to test cognitive abilities and skills gained by Employees / Councillors who attended training.

- 12.16 The Municipal Manager shall oversee the implementation of training and development to meet Employment Equity targets.

### **13. FORMS OF TRAINING INTERVENTIONS SUPPORTED BY THE MUNICIPALITY**

13.1 The Municipality shall provide various forms of Training Developments including, but not limited to:

13.1.1. Bursaries:

13.1.1.1. For formal qualifications provided by a recognised tertiary institution in Southern Africa, and distance learning options;

13.1.1.2. for formal qualifications at Further Education Training Colleges;

13.1.1.3. Modules offered by a recognised tertiary institution or recognised service provider leading to an accredited outcome.

13.1.2. Learning Programmes, including Skills Programmes, Learnerships and Apprenticeships;

13.1.3. Adult Education, including literacy and numeracy programmes;

13.1.4. Short training courses, including both accredited and non-accredited training Programmes;

13.1.5. Mentoring

13.1.6. Coaching

13.1.7. Continued Professional Development

13.1.8. Recognition of Prior Learning

13.1.9. Graduate Internships;

### **14. RETURN OF INVESTMENT (ROI)**

14.1 Heads of Departments for all trained and developed employees are responsible for ensuring that the Training and Development interventions undertaken are likely to result in a tangible Return of Investment.

14.2 ROI can be measured in many different ways. Some examples are:

14.2.1. Improved productivity

14.2.2. Improved efficiency

14.2.3. Reduced grievances

14.2.4. Reduced absenteeism

- 14.2.5. Improved employee engagement
- 14.2.6. Increased retention of scarce skills
- 14.2.7. Increased savings
- 14.2.8. Improved customer feedback/satisfaction
- 14.2.9. Successful reclaiming of claimable SETA grants
- 14.2.10. Accessing of SETA discretionary grants to increase Training and Development opportunities over and above current budget

14.3. In order to ensure this:

- 14.3.1. The annual WSP should be accompanied by the anticipated ROI on each type of training intervention.
- 14.3.2. At the conclusion of implementation of the annual WSP, Heads of Departments should submit a report on the level of ROI achieved.
- 14.3.3. Corporate Services shall assist the Directors with tools to measure ROI and Training where appropriate.

## **15. LEGISLATIVE FRAMEWORK**

- 15.1 The South African Qualifications Authority Act, 58 of 1995;
- 15.2 The Labour Relations Act, 65 of 1995;
- 15.3 Employment Equity Act, 55 of 1998;
- 15.4 Municipal Systems Act, 32 of 2000(as amended);
- 15.5 Municipal Finance Management Act;
- 15.6 The Skills Development Act, 97 of 1998;
- 15.7 The Skills Development Levies Act, 9 of 1999;
- 15.8 Basic Conditions of Employment Act 75 of 1997;
- 15.9 Occupational Health & Safety Act 85 of 1993;
- 15.10. ABET Act 52 of 2000.

## **16. COMMENCEMENT OF THIS POLICY**

- 16.1 This policy will come into effect on the date of adoption by Municipality.

## **17. INTERPRETATION OF THIS POLICY**

- 17.1 All words contained in this policy shall have an ordinary meaning attached thereto, unless the definition or context indicates otherwise.
- 17.2 Any dispute on interpretation of this policy shall be declared in writing by any party concerned.
- 17.3 The Municipal Manager shall give a final interpretation of this policy in case of a written dispute.
- 17.4 If the party concerned is not satisfied with the interpretation, a dispute may then be pursued with the South African Local Government Bargaining Municipality/ or Arbitration

## **18. PERMANENT/TEMPORARY WAIVER OR SUSPENSION OF THIS POLICY**

- 18.1 This policy may be partly or wholly waived or suspended by the Municipal Municipality on a temporary or permanent basis after consultation with Management and Trade Unions.
- 18.2 Notwithstanding clause No. 18.1 the Municipal Manager may under circumstances of emergency temporarily waive or suspend this policy subject to reporting of such waiver or suspension to Municipality and Trade Unions.

## **19. AMENDMENT AND/OR ABOLITION OF THIS POLICY**

- 19.1 This policy may be amended or repealed by the Municipality after consultation with Management and Trade Unions.

## **20. COMPLIANCE AND ENFORCEMENT**

- 21.1 Violation of or non-compliance with this policy will give a just cause for disciplinary steps to be taken.
- 21.2 It will be the responsibility of all Managers, Supervisors, Executive Committee and Municipality to enforce compliance with this policy.

APPROVAL OF THE POLICY

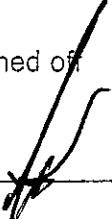
The Municipal Council has approved this policy and amendments thereof.

AUTHENTICATION

The amendments of the policy and or the new policy was adopted by the Council on the  
29-01-2021.....

As per Council Resolution number ULMC:359/2020/2021

Signed off



Mr. G.P.T. Nota

Municipal Manager



Cllr. N.F Ngonyolo

Speaker of the Council