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BA-PHALABORWA MUNICIPALITY

HUMAN RESOURCES

TRAINING AND DEVELOPMENT POLICY

Revision History

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BA-PHALABORWA MUNICIPALITY

TRAINING AND DEVELOPMENT POLICY

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1. PREAMBLE

Ba-Phalaborwa municipality is committed to the structured and systematic training and development of all its employees on an ongoing basis. This will enable them to perform their duties effectively and efficiently. Training and development programs will also be provided to enable employees to acquire skills, knowledge and other attributes and develop their potential to meet the municipality's future human resource needs.

The training and development of employees will commence on their appointments and continue as long as she/he is employed by the municipality. Current employees will be drawn into the training process in accordance with skills gap established by way of a structured analysis of training needs.

2. DEFINITIONS

- **"Accreditation"** means a process through which an organization's capacity to perform or deliver training and or assessment is recognized and approved to fulfill 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 the Employment Equity Act.
- **"Education, training and development"** means practices which directly and indirectly promote or support learning. Teaching or designing learning materials or programs, or managing learning institutions or programs are all examples of such practices.
- **"In-house"** means programs that are presented to employees of the municipality by internal service providers.
- **"Learnership"** means a combination of structured learning and work experience which may lead to a registered qualification.
- All terminologies not defined under section 2 of this policy shall bear the same meaning as in the applicable legislation.

3. LEGAL FRAMEWORK

The following are amongst others national laws and policies which impact on how an organization approaches education, training and development:

- Constitution of the RSA, 108 of 1996
- Skills Development Act, 97 of 1998 as amended
- Skills Development Levies Act, 1998 as amended
- South African Qualifications Authority Act, 58 of 1995.
- Employment Equity Act, 55 of 1998.
- Labour Relations Act, 65 of 1995 as amended
- Occupational Health and Safety Act, 85 of 1993.
- Basic Conditions of Employment Act, 75 of 1997
- The Study bursary policy of Ba-Phalaborwa Municipality
- The Experiential learning policy of Ba-Phalaborwa Municipality

4. ACRONYMS

| | | |
|----------|---|---|
| • LGSETA | - | Local Government Sector Education Training Authority |
| • WSP | - | Work Skills Plan |
| • NYDA | - | National Youth Development Agency |
| • PPE | - | Personal Protective Equipment |
| • COIDA | - | Compensation for Occupational Injuries and Diseases Act |
| • OHS | - | Occupational Health and Safety Act |
| • SAMWU | - | South African Municipal Workers Union |
| • IMATU | - | Independent Municipal Allied Trade Union |
| • LRA | - | Labour Relation Act |
| • SALGA | - | South African Local Government Authority |
| • BCE | - | Basic Conditions of Employment Act |
| • EEC | - | Employment Equity Act |
| • SAQA | - | South African Qualifications Authority |
| • NQF | - | National Qualifications Framework |
| • NSA | - | National Skills Authority |
| • NTB | - | National Training Board |
| • IDP | - | Integrated Development plan |
| • RPL | - | Recognition of Prior Learning |

5. SCOPE AND APPLICATION

The terms "education, training and development" are diverse and cover various forms of learning that take place at diverse sites as well as at a specialist and academic institutions.

The policy will be applicable to all employees of Ba-Phalaborwa Municipality.

6. OBJECTIVES OF THE POLICY

The objectives of the policy is to regulate the educating, training and developing of all employees of Ba-Phalaborwa within its financial muscle and resources available by:

- Development of training and skills development strategy which are in line with the stipulations of Skills Development Act as amended and other relevant legislations.
- Introducing fair and reasonable objectives and principles for education, training and development of employees in the employ of council.
- Providing guidelines for training and development of employees in the employment of council.
- Conduct thorough skills audit and identify gaps existing and devise strategies in terms of the broader vision of council.
- Assist in providing remedial programs for weaknesses identified during performance assessments.
- Allocate significant training resources, within the means of council.
- Putting up comprehensive education, training and development programs that focus on literacy, numeracy, technical competencies and management and development programs.

7. POLICY CONTENT

7.1. Skills Development Facilitator

- (a) In terms of the Skills Development Act, Ba-Phalaborwa municipality must at all times ensure the appointment of a Skills Development Facilitator to perform skills development functions.

(b) The Skills Development Facilitator shall be the solely coordinator and the implementing agent of the skills development programs, ensure compliance as per legislative requirements and to act as a link between the municipality and LGSETA by:

- (i) Establishing and ensuring the functionality of a consultative structure/ Training committee.
- (ii) Develop and submits the Workplace Skills Plan.
- (iii) Ensuring the implementation of the Workplace Skills Plan.
- (iv) Reporting on the implementation of the Workplace Skills Plan.
- (v) Ensuring effective management and co-ordination of the arrangements related to the Skills Development levy and levy grants.
- (vi) Application of discretionary grants to run learnerships programs in Ba-Phalaborwa Municipality

7.2. Approach to training and development

- (i) The types of training courses and development thereof will be determined by the municipality as informed by the identified skills gap of employees through skills audit. It is therefore, imperative for employees to become involved in their personal development and manage their own careers by indicating their training needs to their supervisors.
- (ii) The Ba-Phalaborwa municipality recognizes the importance of its human assets and therefore is committed to ensure that all the employees receive proper and appropriate education and training:
 - To enable them to meet the requirements of their present jobs.
 - To cater for their personal development and the attainment of national qualifications.
 - To enable them to make the most of their potential to performance.
- (iii) The municipality will only implement training that has been identified and captured in a Workplace Skills Plan of a particular year provided there are sufficient funds available.

7.3. Quality assurance/accreditation

In order to manage quality assurance, Ba-Phalaborwa Municipality will utilize accredited service providers to conduct training that are unit standard aligned in a form of skills programs, learnerships, recognition of prior learning etc.

A process to screen and assess the organization's capacity to perform or deliver training will be conducted and proof of accreditation will be supplied by the prospective service provider.

7.4. Types of training and development initiatives

In terms of this policy, Ba-Phalaborwa municipality will make use of the following training and development initiatives in developing the skills and competencies of its councilors and employees, provided that the said training has been identified and captured in the Workplace Skills Plan of that particular financial year.

7.4.1. Skills programs

Ba-Phalaborwa will as a result of the outcome of the skills audit, performance gaps, the training analysis and the regulatory requirements embark on skills programs which are smaller units of learning which are credit bearing and may build towards a qualification to address the skills and competency gaps of the employees.

Council will pay for the training costs of the skills program and the employee shall in return be expected to submit a portfolio of evidence for assessment and certification reasons.

7.4.2. Learnerships

Ba-Phalaborwa municipality will also address the employees skills gaps by implementing learnership programs, which is a twelve months or beyond (depending of the length of the program) which is comprising of 70% practical and 30% theory.

Employees will be released in terms of the identified program to attend classes during working hours and will be expected to submit portfolios of evidence for assessment reasons in order to obtain a qualification.

7.4.3. Recognition of prior learning

Recognition of prior learning is an assessment process through which learners may be awarded credits for learning which they have already obtained through work experience or some form of prior learning. During this assessment they have to display that they meet the learning outcomes in the learning standards for a particular qualification through demonstrating what they know and are able to do. It is possible to obtain the whole qualification or part thereof.

Employees who have vast experience on the duties but do not possess a qualification, will be placed on a recognition of prior learning program, where Council will identify an accredited institution or a service provider who will assess the employees skills and assist him in building a portfolio of evidence for assessment, and when found competent, will be certificated.

7.4.4. Study bursaries

Ba-Phalaborwa has put aside a budget to develop the employees' skills in a form of awarding bursaries. The responsibility of awarding bursaries lies with the Training committee and shall be awarded in line and as informed by the approved Staff study bursary policy.

During the needs assessment, the employee must have given an indication of the bursary required for capturing in the Workplace skills plan.

7.5. ACTIVITIES FOR THE COMPILATION OF WORKPLACE SKILLS PLAN

7.5.1. It shall become the responsibility of the Skills Development Facilitator to ensure that the following activities are undertaken

in compiling the Workplace Skills plan and annual training report for implementation and reporting purposes:-

- (i) Review of the Skills Audit on an annual basis
- (ii) Application of discretionary grants for implementation of employed and unemployed learnerships
- (iii) Conduct training needs analysis by:
 - Consult the IDP document to identify training need that shall enhance service delivery.
 - Circulating communique to all directorates for submission of individual developmental needs (including bursary needs)
 - Liaising with the Occupational Health and Safety Officer to identify compliance training needs
 - Liaising with line managers to identify performance based training needs
 - Liaising with the South African Local Government Association and Department of Corporate Governance, Housing and Traditional Affairs on the identified training needs for councilors
 - Liaising with the office of the Speaker to identify training needs for ward committees if need be
 - Liaising with the Budget and Treasury on the training needs for interns if need be
- (iv) Convention of training committee meeting to discuss, classify, prioritize and approve training needs to be captured in the Work Place Skills Plan for that particular financial year

7.6. DEVELOPMENT OF A WORKPLACE SKILLS PLAN (WSP) AND ANNUAL TRAINING REPORT

- 7.6.1. In compliance to the LGSETA requirement, a Workplace Skills Plan (WSP) must be developed each year to indicate the training intervention to be carried out for the year in response to the outcome of the developmental needs analysis while at the same time the Annual Training Report is concluded to report on training implemented the previous year.
- 7.6.2. The Training Committee shall convene to approve for the signing of the Workplace Skills Plan and Annual Training Report as a formal document for Ba-Phalaborwa Municipality.

- 7.6.3. The chairperson of the Training Committee, Municipal Manager, Skills Development Facilitator as well as the Labour component represented by SAMWU and IMATU shall sign the Workplace Skills Plan and Annual Training Report on an annual basis.
- 7.6.4. The Skills Development Facilitator shall on an annual basis, e-mail the electronic version of the template and also send the signed hard copy to LGSETA on or before the 30th April of each financial year.

8. INTEGRATION TO EMPLOYMENT EQUITY

The development and implementation of the Workplace Skills Plan will consider and align to the employment equity of Ba-Phalaborwa Municipality in order to address the imbalances of the past.

9. RETURN ON INVESTMENT

- 9.2. Commitment should be made by all employees participating on programs to submit portfolios of evidence for all accredited and unit standard aligned training for assessment and certification of competence at their own time.
- 9.3. These shall be regulated by the signing of the training agreement form by employees prior to attending the said training.
- 9.4. Should an employee be found not yet competent after submitting the portfolio of evidence, he/she shall be given an opportunity to complete the program at own cost and submit proof of competency to the Directorate Corporate Services.
- 9.5. An employee who fails to submit portfolio of evidence shall be deemed to pay back the money incurred for the training in question.
- 9.6. Upon successful completion of the intervention the employee must work for the council equivalent to the years he/she has studied e.g one year equals to 12 months.
- 9.7. An employee who was awarded a bursary shall commit himself/herself by signing the bursary agreement in terms of the bursary policy.

10. EQUAL OPPORTUNITY FRAMEWORK

- 10.2. Where possible, an employee shall be entitled to a maximum of not more than two intervention that is conducted outside Ba-Phalaborwa Municipal area per financial year in order to allow for equal opportunity.
- 10.3. Although all training shall be implemented in terms of the Workplace Skills Plan, the Head of Department shall still approve the release of an employee to attend training, taking into account operational requirements. However, each case shall be treated on merit.

11. TRAINING FOR UNEMPLOYED AS SOCIAL RESPONSIBILITY

The municipality has a responsibility to train unemployed learners in compliance to the Skills Development Act.

11.1. Experiential learning

- (a) Ba-Phalaborwa municipality has developed an experiential learning policy to regulate the placement of unemployed learners who have completed their studies and need practical experience to graduate.
- (b) A data base of all applicants will be kept and used to place learners for experiential training in different disciplines as proposed by respective directorates. The said learners will be paid stipends by the municipality in terms of the Experiential learning policy.
- (c) The Municipality will also enter into agreement with different sectors including Further Education and Training colleges that receives funding from the LGSETA and other SETA's to place learners for experiential learning for a period of eighteen months. The learners' stipends in this regard will be paid by the participating agency.
- (d) The participating agency or its representative shall provide protective clothing for the learners as per the Personnel Protective Equipment policy of Ba-Phalaborwa Municipality.

- (e) In case of an injury on duty and or occupational diseases contracted during the placement of learners in either experiential learning or learnership, the participating agency shall provide the municipality with the COIDA reference number for reporting purposes.

11.2. Placement of learners from other stakeholders

- (a) The municipality will place learners in a learnership program that is implemented by different Sector departments, SALGA, NYDA and the Mopani District Municipality
- (b) Stipends in respect of such learnerships shall be paid by the implementing sector department, SALGA, NYDA or its contracted service provider.
- (c) Ba-Phalaborwa Municipality as a host employer must ensure that they enter into agreement with the implementing agency
- (d) The implementing agency or its contracted service provider shall provide the learners with the right Personnel Protective Equipment in line with the Ba-Phalaborwa PPE policy.

12. ROLES AND RESPONSIBILITIES

12.1. Council

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

- Ensuring compliance with relevant legislation and national strategies.
- Approving (with due consultation) the education, training and development policy and 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, implementations and priorities for education, training and development.

12.2. Line Managers

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

- Ensuring that employees are educated, developed and trained to do their work competently by continually monitoring performance and identifying developmental needs.
- Coaching, counseling and mentoring staff on an on-going basis.
- Liaising with the Skills Development facilitator (SDF) to address the identified developmental needs.
- Facilitating and actively supporting the transfer of skills to the workplace (that is, 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.
- Familiarizing themselves with the relevant legislation in order to ensure compliance.

12.3. Employees

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

- Liaising with line management regarding their competency and performance in order to identify/determine their 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.

12.4. Labour

The recognized collective employees' organizations are acknowledged as stakeholders in the processes of skills development. They should play an active role in consultative forums in order to represent the interests of their members both collectively and individually with regards to education, training and development. Their responsibilities include:

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

12.5. Human Resources Division

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

- Providing the infrastructure, systems, procedures and policies to ensure compliance with legislative requirements and corporate education, training and development initiatives.
- Ensuring that all education, training and development activities and initiatives are aligned with the overall integrated Human Resource Management Strategy for the organization.

12.6. Training and Development Section

The Training and Development Section within the Human Resources Division plays a strategic, facilitative, consultative and coordination role with regards to all education, training and development interventions in order to facilitate learning throughout the organization. Training and Development Section is responsible for:

- 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 education, training and development initiatives of a corporate or a functional specific nature.
- Ensuring the development and implementation of the Workplace Skills Plan.
- Establishing and maintaining a database with all relevant information of 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.

12.7. Training Committee

The Training Committee shall be constituted as follows:-

- One employer representative (Portfolio head for Corporate Services)
- 4 Management representative i.e. Municipal Manager, Director: Corporate Services, Chief Financial Officer and the Assistant Director: Human Resources
- Skills Development Facilitator
- Three Representative of SAMWU
- One Representative of IMATU

The role of the Training Committee is that of a consultative forum for the organization and is primarily responsible for:

- Interpreting and translating national and local education, training and development issues with a view of informing the policy.
- Determining the strategic direction of education, training and development in alignment with the corporate vision, mission and values of the organization.
- Developing the Skills Development Plans in accordance with the legislative, regulatory and organizational priority requirements.
- Ensuring the uniformity of the implementation of education, training and development strategies, interventions and initiatives at a corporate level.

13.IMPLEMENTATION AND MONITORING

This policy will be implemented and effective once consulted through Local Labour Forum and approved by Council.

14.COMMUNICATION

This policy will be communicated to all municipal employees using the full range of communications channels available to the municipality.

15.DISPUTE RESOLUTION AND DEVIATION

Any employee who feels aggrieved by the application of the policy may submit his/her grievance in terms of the grievance procedure (SALGBC) as well as the Labour Relations Act, Act 55 of 1995.

16.POLICY REVIEW

This policy will be reviewed on an annual basis effective from the date of approval.

17. APPROVAL

**APPROVAL
MUNICIPAL MANAGER**

DATE

APPROVAL BY COUNCIL

DATE