

WINNIE MADIKIZELA MANDELA LOCAL MUNICIPALITY



TRAINING AND DEVELOPMENT POLICY

Approved by the COUNCIL on.....13 MAY 2022

TABLE OF CONTENTS

1. PREAMBLE.....	3
2. DEFINITIONS.....	3
3. LEGAL FRAMEWORK.....	4
4. OBJECTIVES OF THE POLICY	4
5. SCOPE OF THE POLICY	5
6. PRINCIPLES OF TRAINING AND DEVELOPMENT	5
PRE- TRAINING PROCESS PLAN.....	5
7. TYPES OF TRAINING INTERVENTIONS	6
8. ROLES AND RESPONSIBILITIES IN TRAINING & DEVELOPMENT	7
9. INDUCTION & ORIENTATION PROCESS.....	10
10. BENEFICIARIES OF THE INDUCTION AND ORIENTATION PROCESS.....	10
11. MUNICIPAL BURSARY/STUDY ASSISTANCE	11
12. CONDITIONS OF THE BURSARY/STUDY ASSISTANCE	11
13. CONTRACTUAL AGREEMENT AND BREACH OF CONTRACT	12
14. UNIVERSITY REGISTRATION ASSISTANCE FOR INDIGENT STUDENTS ERROR! BOOKMARK NOT DEFINED.	
15. REQUIREMENTS TO OBTAIN FINANCIAL ASSISTANCE ERROR! BOOKMARK NOT DEFINED.	
16. SUBMISSION OF APPLICANTS.....	ERROR! BOOKMARK NOT DEFINED.
ANNEXURE 1: BURSARY/STUDY ASSISTANCE APPLICATION FORMS	14

1. PREAMBLE

The Training and Development Policy provides guidelines and procedures for the promotion and support of continuous training and development of Municipal employees as envisaged by the Skills Development Act and the Municipal Systems Act. The Human Resource Training and Development is one of the most essential tools of skill development in any organisation that endeavours for an efficient and effective workforce. The responsibility for training and development needs special attention within the municipality to ensure that prospective employees are competent and motivated. Effective training and development is required to achieve the level of skills and knowledge required to perform the required tasks.

2. DEFINITIONS

- 2.1. **Education:** means activities directed at providing the knowledge, skill moral values and understanding required in normal course of life. It is more long term orientated and includes learning that takes place in the work situation.
- 2.2. **Training:** means the transfer of specific skills to an employee so that he or she can perform a very specific job or task. It is concerned with skill acquisition and work performance.
- 2.3. **Development:** means the ongoing learning that take place through development interventions like mentorship programmes, career development programmes and seminars and workshops which provide Employees with opportunities to keep abreast of changes and trends in the general environment or in a particular field.
- 2.4. **Bursary:** means a non-repayable monetary grant allocated to Employees to attain a qualification (only repayable if conditions of contract broken).
- 2.5. **Transfer of learning:** ensures that what is learnt in a formal setting, usually away from the job, finds its way back into the workplace and impacts the way in which the job is carried out by the individual.
- 2.6. **Skills Programme:** means a type of short learning programme that is occupationally based and when completed will constitute credits towards a qualification registered in terms of the National Qualification Framework.
- 2.7. **Learnership:** means a contract between a learner, employer and a training provider leading to acquisition of a National Qualification and / or credits towards National Qualification. Such a contract combines theory and practise and exist for a specific period.

- 2.8. **Experiential Learning:** means knowledge and / or skill learned through practical training in order to complete his/her qualification.
- 2.9. **Internships:** means work-based training programmes that offer work experience related to their field of study in order to gain experience based on the completed a qualification.

3. LEGAL FRAMEWORK

- 3.1. Skill Development Act, No 97 Of 1998
- 3.2. Employment Equity Act, No 55 Of 1998
- 3.3. Labour Relation Act, No 66 Of 1995
- 3.4. Local Government Municipal System Act 2000, (Act 32 of 2000).
- 3.5. Local Government Structures Act 1998, Act 117 of 1998
- 3.6. Basic Conditions of Employment Act 1997, Act 75 of 1997.
- 3.7. SALGBC Main Collective Agreement

4. OBJECTIVES OF THE POLICY

- 4.1. The 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.
- 4.2. Training and Development programme 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 Resource needs.
- 4.3. The Training and Development of an employee will commence with her/his appointment and continue as long she/he is employed by the Municipality. Current Employees will be drawn into the training process in accordance with priorities established by way of a structured analysis of training needs.
- 4.4. The Council shall, in addition to any provision that it must make in its operating budget for the payment of statutory skills levy, provide additional funds in order to conduct training for its Employees and Councillors in order to comply with approved integrated development plan.

5. SCOPE OF THE POLICY

- 5.1. This policy shall apply to all permanent and contract employees of the Municipality;
- 5.2. This policy shall apply to councillors or any other member of council;

PRINCIPLES OF TRAINING AND DEVELOPMENT

- 6.1. Be Needs based
- 6.2. Be systematic
- 6.3. Be cost- effective
- 6.4. Be developmental in approach
- 6.5. Consist of externally developed and presented, as well in house training and development programmes
- 6.6. Be related to Employees current or possible future job
- 6.7. Deliver results that are measurable against pre-determined outcomes
- 6.8. Recognise that learning routine task and obtaining primary knowledge to perform better, should be done in work environment
- 6.9. Appreciate the primary role of supervisors in the identification of training needs and teaching Employees to perform their task allocated jobs better

7. PRE- TRAINING PROCESS PLAN

Training can be initiated by the following people:

- 7.1. Individual employee
- 7.2. Head of Department (HOD)
- 7.3. Senior Manager Corporate Services in consultation with relevant department
- 7.4. MM can identify training he/she wishes Employees to attend.
- 7.5. All training interventions must be recommended by the Snr Manager Corp Services and approved by the Municipal Manager prior to register for a course if not approved Corporate Services Department will not be responsible.
- 7.6. All training must tie back to the vision & mission of the Municipality
- 7.7. All training must be taken through preferred qualifying accredited vendors approved by the LGSETA and SAQA.
- 7.8. The training request form must be signed by the Employee and his/her Supervisor and sent to the Skill Development Facilitator.

8. TYPES OF TRAINING INTERVENTIONS

8.1. Core Training

- 8.1.1. Refers to all Training and Development programmes necessary for individuals to do core functions of their role .e.g. training offered by the District, Seta, Provincial or National Government.
- 8.1.2. Training offered by Municipality e.g. Labour Relations, Computer training.
- 8.1.3. All Departments and individuals will send their Training & Development request form to Corporate Services Department through the Office of Skills Development Facilitator.
- 8.1.4. The SDF will then check whether the requested training appears in the Municipal Training Plan (ATP), in the case if it appears and qualifies the Senior Manager will recommend approval to the Municipal Manager.

8.2. Professional membership Training

Consideration will be given to finance professional membership if it will benefit the Council, Professional membership training and development should be identified annually for consideration in the budget.

8.3. Recommended Training

- Enhances individual's ability to effectively/ efficiently perform their roles HOD/ Corporate Services deem it is important to attend e.g. Project Management for all Managers.

8.4. Personal interest training

Not necessary to perform the role but an individual's want to improve their Skills set e.g. Facilitation Skills, Programme management, Supply Chain Management.

8.5. Bursary/Study Assistance

Necessary to acquire Certificate, Diploma, Degree within the National Qualification Framework (NQF Level)

8.6. Experiential learning training

- 8.6.1. Experiential learning is knowledge/ Skill learned through experience rather than through a formal course or class.
- 8.6.2. For experiential learning an advert will be issued calling all qualifying Students to apply and this will be done on an annual basis.
- 8.6.3. The training Committee will do selection from the master list and give administration the selected candidates.
- 8.6.4. The administration then informs the selected candidates.
- 8.6.5. The duration for this learning opportunity will not be less than twelve (12) months to eighteen (18) months on an extended contract unless prescribed by the Institution with regard to its academic schedule.
- 8.6.6. Job shadowing for learners who want exposure of work for less than three (3) months must be granted and learners be placed based on their qualifications.

9. ROLES AND RESPONSIBILITIES IN TRAINING & DEVELOPMENT

9.1. Head of Department

- 9.1.1. The head of department shall be accountable for the training and development of all Employees in their Departments.
- 9.1.2. To make this policy known to all Employees in their Departments and create a favourable climate conducive to the training and development of all Employees in their Departments.
- 9.1.3. To evaluate the effectiveness of training and development in their departments

9.2. Skills Development Facilitator

- 9.2.1. The Skills Development Facilitator (SDF) recommends and confirms the type of training requested to the Senior Manager Corporate Services.

- 9.2.2. If deny, notifies the applicant and HOD that training cannot be attended, if approved take Snr Managers recommendation to Municipal Manager for final approval.
- 9.2.3. Register and confirm session details with applicant or HOD
- 9.2.4. Approaches Training Administrator to acquire all the necessary documents for payments purposes and submit the paperwork to SCM Unit for payments.
- 9.2.5. Ensure sound administration of the training and development funds entrusted to its care.
- 9.2.6. Provide career development support and advice by distribution of skills audit to be filled by staff members so to provide support that is relevant to the needs.
- 9.2.7. Ensure that training and development opportunities are timeously communicated.
- 9.2.8. Ensure that there is equal access to training and development opportunities.
- 9.2.9. Be mindful of potential barriers to training and development opportunities and to eliminate these as far as possible within the constraints of the resources provided.
- 9.2.10. Ensure that an appropriate Induction Programme is in place.
- 9.2.11. Submit a Workplace Skills Plan and Annual Training Report on an annual basis.
- 9.2.12. Develop relationships with the LGSETA and other relevant SETAs.

9.3. Supervisors

Each and every supervisor shall see the Training and Development of their subordinates by inter alia:

- 9.3.1. Identifying their subordinates training needs
- 9.3.2. Ensuring that knowledge and skills gained at courses, conferences, seminars etc are applied in the working situation.
- 9.3.3. Continuously motivating subordinates with regards to their self development

9.4. Employees

Every employee must make sure that they utilized the training and development opportunities offered by the council.

- 9.4.1. Employees must be able to submit results and other related documents on stipulated times e.g. proof of registration, academic record of individual
- 9.4.2. An employee who fails to attend a course for which they are nominated shall advance reason in good time for such failure through their Department to the Skill Development Facilitator so that substitute / alternatives arrangements can be made if necessary.

9.5. 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:

- 9.5.1. Participate in the development and approval of the Training and Development Policy.
- 9.5.2. Ensure that officials of the Union have at least a basic understanding of the policy and processes.
- 9.5.3. Bring to the HR Division's attention any concerns that their constituency may have that the policy and process are not being applied properly.
- 9.5.4. Assist in identifying training needs.
- 9.5.5. Encourage staff to participate in the training and development opportunities provided.

9.6. Training Committee

- 9.6.1. The Training Committee is an overarching structure that monitors the contribution of the above areas and is responsible for:
- 9.6.2. Ensuring that staff development contributes to the realisation of the vision and mission of Winnie Madikizela Mandela Local Municipality.
- 9.6.3. Promoting excellence in staff development
- 9.6.4. Advising on the formulation and implementation of the policy, systems and programmes for effective staff development
- 9.6.5. Ensuring consistency in principle, if not practice, in the design, implementation and evaluation of skills development policy, programmes and systems across academic and support staff
- 9.6.6. Raising awareness of the importance and need for effective staff development
- 9.6.7. Assisting in the identification of development priorities
- 9.6.8. Ensuring the provision of quality, effective training and development programmes
- 9.6.9. Assessing the effectiveness of policy, programmes and systems relating to staff development and community enhancements.
- 9.6.10. This committee meets four times a year and is chaired by the HR Manager. It includes all three agents involved in staff development as well as a cross section of

staff and management. It meets the legislative requirements of a Training Committee as outlined by the Skills Development Act.

10. INDUCTION & ORIENTATION PROCESS

- 10.1.** When a new employee joins an organisation, he/she is unfamiliar with the way in which the work must be done, how the organisation functions and how to act to fit into the organisation effectively.
- 10.2.** All new staff must receive appropriate training, development and guidance whilst on probation through initiatives such as induction, mentoring, on-the-job training and development conversations with their managers.
- 10.3.** All staff must be given the opportunity to go through a formal induction and orientation process, although this does take different forms for different staff and may take place at different times. In the case of Support Staff, Line Managers and Supervisors must ensure that new staff receives an appropriate induction as it relates to their job profiles.
- 10.4.** Proper induction can eliminate the new employee's initial insecurity and fear so that she/he can address the new task with positive attitude.
- 10.5.** Effective induction programme can make a positive contribution towards limiting labour turnover to a minimum during the initial phase of the new employee's career.
- 10.6.** Induction contributes towards the immediate development of a positive attitude towards the employer and job satisfaction on the part of the new employee.
- 10.7.** It ensures that municipal policies and other employment practices are communicated face to face to the new employee.

11. BENEFICIARIES OF THE INDUCTION AND ORIENTATION PROCESS

- 11.1.** Corporate Services Department is the Custodian of the entire induction programme.
- 11.2.** Induction programme shall be conducted for a period not exceeding two days.
- 11.3.** Induction training shall be conducted once in six months period for all Employees of the Municipality.
- 11.4. New Employees:** It is vital that all new Employees should receive proper induction training.
- 11.5. Transferred / Promoted Employees:** Existing Employees who have been transferred or promoted with the organisation will receive induction training, especially if the transfer or promotion involves a significant change of environment.

- 11.6. All current Employees:** An induction training involving all current Employees shall take place from time to time to disseminate information relating to new policy that have been formulated and other policies that have been amended.

12. MUNICIPAL BURSARY/STUDY ASSISTANCE

- 12.1.** Bursary shall be granted only to those persons who study at recognised academic Institutions for a recognised qualification which is relevant to the functions of the Municipal.
- 12.2.** Financial assistance shall also be granted to those serving employees who wish to pursue their studies, however, depending on the relevance of the course and the availability of funds.
- 12.3.** Assistance will not exceed an amount of R25 000.00 in any academic semester/year, an employee that has fees exceeding the afore-mentioned amount has to pay out of own pocket.

13. CONDITIONS OF THE BURSARY/STUDY ASSISTANCE

- 13.1.** The conditions stipulated hereunder shall apply with regard to awarding of bursaries to applicants depending on the availability of funds;
- 13.2.** All Employees irrespective of gender, race, culture, tribe, age, creed, educational level, seniority, disability or status can apply for financial assistance;
- 13.3.** The Municipality may at any time suspend the financial assistance to the employee in its sole discretion if the employee is not making satisfactory academic progress.
- 13.4.** An employee shall be deemed to be making satisfactory academic progress if (s) he has passed 50% or more of the course(s) subject(s) registered for in an academic year;
- 13.5.** The bursar shall repeat failed course(s) /subject(s) at own cost failure to repeat the course(s) /subject(s) failed during the previous year, the bursar shall have to repay the Municipality the amount paid for the course(s) subject(s).
- 13.6.** In the event that the bursar fails to complete the qualification s/he shall refund the Municipality funds paid for those courses.
- 13.7.** Any further financial assistance can be applied for on passing failed course(s)/subject(s) and forwarding proof thereof to the Bursary Officer.
- 13.8.** A bursary shall be awarded to an employee who pursue studies which are in line with the current post held or career path;

- 13.9. A bursar is restricted to register for a maximum of four (4) courses/subjects per academic semester /year.
- 13.10. Permission to register for more than four (4) courses /subjects shall be granted and approved by the Training Committee, therefore employees registering for three (3)year Diploma or Degree shall be expected to complete his studies in five (5) years.
- 13.11. In the event the bursar leaves the employ of the Municipality for any other reason other than retrenchment, redundancy or retirement before the expiry of the said duration, the bursary shall become immediately repayable in the full or pro-rata depending on the time outstanding:
- 13.12. The total period of study towards a qualification must not extend for more than the minimum prescribed/recommended duration as applicable part-time study.

14. CONTRACTUAL AGREEMENT AND BREACH OF CONTRACT

- 14.1. The parties in the scheme must contract to serve the Municipality for two years for a Certificate, Diploma, or Degree course.
- 14.2. The party awarded study assistance shall enter into an all-inclusive contract with Municipality.
- 14.3. If the obligations cannot be fulfilled owing to death or incapacity due to any mental or physical disability any liability for the refund of any money which may be due in terms of the undertaking shall lapse.
- 14.4. If an employee leaves the service before completing his/her studies does not make satisfactorily progress towards obtaining his /her qualification, and/or elects not to continue with his/her studies the employee shall be required to reimburse the Municipality the full amount of bursary money (plus interest) granted to him/her. In case of an employee who leaves the service, the amount owing will be reclaimed from his or her pension money.
- 14.5. In the case of a prospective employee who fails to complete his or her studies satisfactorily and/or does not fulfil for any reason other than those mentioned above, his or her service obligation and out of service debt will be instituted against him/her may be liable for the full amount of the bursary (plus interest) which will be recovered from him or her.

15. POLICYREVIEW AND REPORT

15.1. The policy document shall be reviewed annually and/or when deemed necessary especially if there is a change in collective agreement or legislation and submitted as part of the budget approval process.

Signed on the 22 day of 06 2022


MUNICIPAL MANAGER

ANNEXURE 1: BURSARY/STUDY ASSISTANCE APPLICATION FORMS



WINNIE MADIKIZELA MANDELA LOCAL MUNICIPALITY

BURSARY/STUDY ASSISTANCE APPLICATION FORM

PERSONAL DETAILS

Name & Surname: _____ Employee No _____

Gender: Male () Female () Disabled : Yes () No ()

Job Title/ Rank : _____ Department _____

Division: _____ Telephone Number: _____

Highest Qualification: _____ ID No: _____

NB: PLEASE ATTACH COPIES OF QUALIFICATIONS OR LATEST ACADEMIC RESULTS

STUDY DIRECTION

Intended field of study to be pursued: _____

Name of the Institution: _____

Academic year of study e.g. 1st 2nd 3rd year: _____

FINANCIAL ASSISTANCE BREAKDOWN

Expense description	Amount
Registration fee	R
Annual Tuition Fees/ Semester	R

Examination fee	R
TOTAL	R

APPLICANT:

Name & Surname: _____ Date: _____

Signature: _____

SUPERVISOR:

Name & Surname: _____ Date: _____

Signature: _____

HEAD OF DEPARTMENT APPROVAL

Name & Surname: _____

Signature: _____ Date: _____

MUNICIPAL MANAGER

Name & Surname: _____ Date: _____

APPROVED/NOT APPROVED

Signature: _____

