

# MOPANI DISTRICT MUNICIPALITY



## TRAINING AND DEVELOPMENT POLICY

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## 1. PREAMBLE

- 1.1 The Mopani District Municipality recognises that the competence of its human resources is a critical factor for its future progress and prosperity, especially in the face of global competition.
- 1.2 It further recognizes that in order to meet the skill challenges in the Municipality, it is strategically necessary to invest in the education, training and skill development of its employees.
- 1.3 The Mopani District Municipality shall assist employees who wish to develop themselves as individuals and as employees academically and through attending short courses, seminars, conferences and workshops.

## 2. OBJECTIVES

The municipality shall embark on the process of capacity building for both the employed and unemployed for the purpose of continuous life-long learning and to achieve the following:

- I. Improve performance.
- II. Enhance employees' skills and knowledge to meet new challenges and demands of the work environment.
- III. Ensure upkeep with new methods, processes, technology, legal and social environment.
- IV. Solve organizational problems.
- V. Orientate employees to the municipality in their new jobs.
- VI. Prepare employees for succession planning.
- VII. Satisfy individual personal growth of employees.
- VIII. To attain employment equity.
- IX. To reduce labour turnover and improve service delivery
- X. To ensure the compilation of the Skills Audit and Workplace Skills Plan.

***This policy intends to facilitate the achievement of four key outcomes:***



- 2.1.1 To implement the Municipality's vision of a competent workforce that continuously meets productivity and customer services targets.
- 2.1.2 To support the implementation of the Municipality Affirmative Action and Black Economic Empowerment initiatives.
- 2.1.3 To show a return on Investment in education, training and development.
- 2.1.4 To contribute to the development of a pool of skilled South African worker force to support National Economic and Skills Development strategies.

### 3. SCOPE OF THE POLICY

The policy shall apply to all employees and councillors within Mopani District Municipality. Full-time and part-time training programmes shall be delivered in the form of on-the-job training, courses, learnerships, skills programs, seminars and conferences, and study at formal institutions.

### 4. DEFINITION

**Training:** any activity that seeks to increase knowledge and improve performance.

**Employee:** person appointment in line with council policies / procedures

**Councillor:** an elected member of the Council of Mopani district municipality

**Skills Audit:** a process that seeks to identify skills gaps and interventions for employees

**Workplace Skills Plan:** annual training plan of the municipality

**Individual:** refers to a municipal employee / councillor

**Accreditation** refers to a process through which an organization's capability to perform or deliver training and assessment is recognized and approved to fulfil an intended outcome

**In-house training** refers to programmes that are presented internally to employees of Mopani District Municipality

**Learnership** means a combination of structured learning and work experience which lead to a recognized qualification

**Skills program** is a short learning program that has got credits

## **5. LEGAL MANDATES**

The municipality's education, training and development strategies and activities are aligned to both the spirit and the provisions of:

- 5.1.1 *Constitution of the Republic of South Africa Act 108 of 1996;*
- 5.1.2 *Basic conditions of Employment Act, No. 75 of 1997;*
- 5.1.3 *Labour Relations Act, No.66 of 1995;*
- 5.1.4 *Employment Equity Act, No. 55 of 1998;*
- 5.1.5 *Occupational Health and Safety Act, No. 85 of 1993;*
- 5.1.6 *Skills Development Act, No. 97 of 1998;*
- 5.1.7 *Skills Development Levies Act, no 9 of 1999;*
- 5.1.8 *The South African Qualification Authority Act, No. 58 of 1995;*
- 5.1.9 *The Broad Based Black Economic Empowerment Act, No. 53 of 2003;*
- 5.1.10 *The National Skills Development Strategy;*
- 5.1.11 *Regulations to the Skills Development Act;*
- 5.1.12 *Regulations to the Skills Development Levies Act;*
- 5.1.13 *Strategies of the Sector Educations and Training Authority*
- 5.1.14 *Local Government: Municipal Staff Regulations Gazette No 45181*
- 5.1.15 *Local Government: Municipal Systems Act, Act 32 of 2000*

## **6. GUIDING PRINCIPLES**

- 6.1 The capacity building and development activities of the municipality shall be guided by the following principles:
  - 6.1.1 Training will be provided on an in-sourced or out-sourced basis, depending on the internal capacity available and the specific training needs
  - 6.1.2 Providers must be accredited in terms of accredited SETA, relevant legislation and government approved institutions, where applicable
  - 6.1.3 Procurement of service providers shall be done in terms of the municipality's SCM policy and processes
  - 6.1.4 Training that is undertaken shall support the principle of capacity building and redressing the imbalances of the past.



- 6.1.5 All employees shall be informed of the capacity building opportunities and encouraged to pursue a career path whenever such opportunities arise.
- 6.1.6 Capacity building programmes should be developed to facilitate employee's adjustment to structural change and technological innovation in the workplace.
- 6.1.7 Capacity building programmes shall be provided to allow members from the designated groups to compete equally for appointment advancement within the institution and the labour market.
- 6.1.8 Capacity building programmes should be designed and be accessible to develop employees' existing skills to the required level and recognition of prior learning should be applied wherever possible.
- 6.1.9 Where an employee lacks the necessary general education to enter a capacity building programme, general education should be provided through recognition of prior learning.
- 6.1.10 The successful completion of studies shall not automatically give grounds for increase in remuneration or any guarantee of review of conditions of employment.
- 6.1.11 Training shall be provided based on the training needs of Mopani District Municipality's budgetary constraints
- 6.1.12 Training budget shall not be less than 1 % of the Municipality's total annual payroll as outlined in the Skills Development Act
- 6.1.13 The Skills Development sub-unit will coordinate the process of skills audit annually
- 6.1.14 Deputy Managers shall ensure that all employees within their units complete the skills audit questionnaire
- 6.1.15 Employees that do not complete skills audit questionnaire shall not receive any training during that financial year

## **7. TRAINING AND DEVELOPMENT**

- 7.1 The Municipality shall apply agreed process to periodically identify its skills priorities and training needs.

- 7.2 The main purpose of training and development shall be to ensure that Municipality's human resources have the competencies necessary to meet performance and quality standards of their current jobs.
- 7.3 However, training and development interventions shall also be planned so as to develop individual employees' career and personal potential in order to meet their growth needs as well as the future human resource needs of the Municipality.
- 7.4 An Individual Development Plan shall be prepared for each employee.
- 7.5 Such Individual Development Plan shall be based on the core, fundamental and elective competence requirements for each job.
- 7.6 Individual incumbents shall periodically be assessed against the identified competence requirements in order to determine their training and development needs and to maintain current Individual Development Plans.
- 7.7 The Municipality recognises the links between broad-based black economic empowerment, affirmative action and skills development and shall take all reasonable steps to provide for the preferential development of previously disadvantaged employees (especially black employees, black women employees and employees with disabilities) in order to promote them into senior positions on merit.
- 7.8 The Municipality shall allocate financial resources towards training and development and shall decide the amount and type of resources on an annual basis.
- 7.9 Mopani district municipality shall apply for grants to implement learnerships and skills programmes.
- 7.10 Implement RPL programmes and report to council monthly.



7.11 Mopani district municipality shall place learners for practicals

7.12 All training and development budget shall be informed by the Workplace Skills Plan.

## **8. TYPES OF TRAINING**

8.1 Identification of training needs shall be done for both functional and generic training. Development of training plans shall also take into consideration both on-the-job and off-the-job training.

8.2 Classification of training and development interventions shall be based on the duration of the course. All courses shall have NQF classification levels attached to each course. The training and development policy prescribe the following types of courses:

8.2.1 Short Course 1 day to 3 months

8.2.2 Seminar / workshop / conference 1 – 5 days

8.2.3 Certificate programs 3 months – 12 months

8.3 All training programs shall be coordinated from the Skills Development sub-unit

## **9. EDUCATION, TRAINING AND DEVELOPMENT STRATEGIES**

### **9.1 Learnerships and Skills programs**

Learnerships and skills programmes contribute to these strategies by combining structured learning with structured work experience to obtain an NQF registered qualification. Learnerships and Skills programs are the main interventions in which the Workplace Skills Plan shall be implemented

9.1.1 Learnerships replace an extended traditional apprenticeship to non-trade learning areas and result in a whole qualification registered by SAQA and related to an occupation



- 9.1.2 Skills programs are smaller units of learning which are credit bearing and may build credits towards a qualification
- 9.1.3 A learnership contract governs the relation between the employer, the learner and the accredited skills development provider. The contract shall be registered with the Sector Education and Training Authority before the commencement of the learnership.

***Mopani District Municipality is committed to learnerships and skills programmes which are:***

- I. Diverse
- II. Provided on the basis of organizational needs
- III. Involving partnerships and co-operation with various workplaces to provide learners with the necessary work experience
- IV. Undertaken in any occupational field
- V. Integrating education and skills training and provide a work-based route to a qualification
- VI. Provide a basis for life-long learning

**9.1 INTERNSHIP PROGRAMMES**

- I. Internship programs shall target the unemployed graduates wherein preference shall be given to the unemployed graduates within Mopani District Municipality
- II. Internship programs shall provide the interns with time based work experience for a period of 12 months
- III. A mentor shall be assigned to each Intern who will ensure that the objectives of the internship program are achieved
- IV. Recruitment of Interns shall comply with the Recruitment and Selection policies of Mopani District Municipality
- V. Interns shall receive a monthly stipend as per the agreement with the service provider or the SETA

**9.3 Experiential Training programmes**

- 9.3.1 Experiential training programs are for students from TVET colleges (Nated and NCV students) and university of Technology

## **10. RESPONSIBILITIES OF INTERNAL STRUCTURES**

### **10.1 MANAGERS**

- 10.1 Managers and supervisors are responsible for the training and development of their work teams.

#### **NB. This specifically requires that line Managers:**

- 10.1.1 Provide regular feedback on work performance to their team members.
- 10.1.2 Determine training and development needs for their teams.
- 10.1.3 Use specialist services where needed.
- 10.1.4 Participate in the formulation of training and development strategies.
- 10.1.5 Prepare the team or individual before the training and development activity and support and assist them with implementation afterwards.
- 10.1.6 Take an active part through coaching and guiding their subordinates, monitoring their progress and presenting courses where practical.
- 10.1.7 Evaluate the advice, assistance and specialist services provided by the human resources department.
- 10.1.8 Provide meals, transport and accommodation to course participants on courses that are conducted outside the premises.

### **10.2 INDIVIDUALS/EMPLOYEES**

- 10.2.1 Without reducing the responsibility of the managers as outlined above, individuals should make the most of training and development opportunities.
- 10.2.2 Outgoing self-development through self-study, reading and learning from colleagues.



10.2.3 thorough preparation before any training and development activity.

10.2.4 Concerted efforts to apply the principles and skills in the work situation.

10.2.6 Update Human Resources regarding all courses attended and skills acquired in terms of the Skills Development Act of 1998.

### **10.3. HUMAN RESOURCES STAFF**

***Human resources staff will assist managers in their responsibility by-***

10.3.1 Advising and assisting with needs analysis and strategy formulation.

10.3.2 Co-ordinate training and development activities to avoid duplication and overlap.

10.3.3 Maintain training records.

10.3.4 Provide training where they are best equipped to do so.

10.3.5 Facilitate group process required to assist with the solution of organisational problems.

10.3.6 Assist with the evaluation of training and development activities.

10.3.7 Appoint consultants where required to provide training and development activities.

10.3.8 Ensure that MDM training and developing activities comply with Workplace Skills Plan.

10.3.9 Perform monitoring and evaluation of all programs

### **10.4. TRAINING FACILITIES**

10.4.1 Except where training is to take place off-site, the Human Resources Department will provide the necessary facilities to staff member on-site.

- 10.4.2 Booking must be made 14 days in advance by Human Resources.
- 10.4.3 Confirmation will be made within 3 days after receipt of a booking request.
- 10.4.4 Needs should be clearly specified to the Snr Manager Corporate Services.
- 10.4.5 Payment shall be made by means of an official order, cheque or cash.
- 10.4.6 The Human Resource department shall bear all direct training cost for MDM staff.

## **11. WORKPLACE SKILLS PLAN**

- 11.1 A Workplace Skills Plan will be developed that is in full compliance with the Skills Development Act of 1998.
- 11.2 The Workplace Skills Plan shall be made of the outcomes of the municipality's skills needs and analysis
- 11.3 The Workplace Skills Plan shall be submitted to the Local Government Sector Education and Training Authority on or before 30 April of each year
- 11.4 The Workplace Skills Plan shall be included in the municipality's Integrated Development Plan
- 11.5 The Workplace Skills Plan shall be aligned to the municipality's Integrated Development Plan

## **12. SKILLS DEVELOPMENT PLANNING**

### **12.1 ALIGNMENT TO STRATEGIC PLANNING CYCLES**

- 12.1.1 The determination of municipal skills needs, priorities and budgets shall be developed once every five years at the commencement of the Integrated Development Planning process and shall be reviewed annually thereafter



12.1.2 Skills Development Planning shall be aligned to strategic planning cycles associated with Integrated Development Plan, Municipal budget, human resource planning and performance management cycle

12.1.3 Skills Development shall form part of all Supervisors' key performance areas

## **12.2 DETERMINATION OF SKILLS NEEDS**

12.2.1 The municipality's skills needs shall be determined by conducting skills needs analysis and municipal staff skills audit which must identify skills needs for each employee based on specific competency needs associated with current roles and future career aspirations

## **12.3 SKILLS NEEDS ANALYSIS**

12.3.1 The municipality shall conduct skills needs analysis that analyses the municipality's skills needs and assesses the skills constraints on service delivery in the municipality

12.3.2 The skills need analysis shall identify priority skills needs, which if effectively developed will have a significant impact on the municipality's performance

## **12.4 STAFF SKILLS AUDIT**

12.4.1 The municipality shall conduct a skills audit using programs or systems determined by the Minister to ascertain the skills needs of staff members in respect of their current roles and responsibilities

### **12.4.2 SKILLS AUDIT SHALL COMPRISE:**

The employee's biographical audit which includes educational qualifications and work experience

perception based assessment

evidence based assessment including assessments using psychometric instruments

12.4.3 Skills audit shall be conducted once every five years within 24 from the election of a new municipal Council

## **12.5 RECOGNITION OF PRIOR LEARNING ASSESSMENTS**

12.5.1 Recognition of prior learning assessments shall be conducted by accredited skills development providers by relevant Education and Training Quality Assurance Body

## **12.6 Personal Development Plans**

1. Every staff member shall have a personal development plan that sets out the strategies to:
2. Address the staff member's developments needs and specific skills to be developed
3. Develop new skills and provide exposure to new areas of work, which are aligned to the municipality's strategic objectives
4. An employee shall only undergo training that is contained in their personal development plan or that has been approved by the municipal manager or his/her delegate

## **12.7 BUDGETING FOR SKILLS DEVELOPMENT**

12.7.1 The municipality shall establish a skills development budget that provides funding for training and development identified in the workplace skills plan

12.7.2 The funding for training and development of staff shall derive from:

### **MUNICIPALITY'S OWN TRAINING BUDGET**

Discretionary and mandatory grants from LGSETA

Provincial and national government capacity building grants



Skills development levies as prescribed in terms of the skills Development Levies Act, Act 9 of 1999

### **13. REVIEWING SKILLS DEVELOPMENT**

#### **13.1 EVALUATING SKILLS DEVELOPMENT QUALITY AND IMPACT**

13.1.1 The municipality shall conduct regular evaluations of the workplace skills plan and personal development plans as well as their implementation

13.1.2 The municipality to ensure that every supervisor annually report on progress on implementing staff personal development plans and other programs contained in the workplace skills plan

13.1.3 The municipality must also take into account the workplace skills plan evaluation report from LGSETA and ensure that recommendations and findings are addressed

### **14. PAYMENT FOR SKILLS DEVELOPMENT**

#### **14.1 CONDITIONS OF PAYMENT**

1. The municipality shall be responsible for the payment of learning programs, accommodation and travel expenses
2. The municipality shall recover the costs associated with the learning program if an employee fails to attend or fails a learning program paid by the municipality

### **15. AVAILABILITY OF THIS POLICY**

15.1 Upon appointment, each employee shall be provided with a copy of the policy and shall acknowledge receipt by signing a duplicate copy which shall be kept in the employee's personal file.

**16. CONSEQUENCES FOR NON-COMPLIANCE**

16.1 Failure to comply with the policy will be viewed as a serious disciplinary transgression and appropriate disciplinary could result from such action.

**17. DISPUTE RESOLUTION**

17.1 Any dispute arising from this policy due to ambiguous wording or phrasing must be referred to the Local Labour Forum for adjudication. Resolutions from the Local Labour Forum must be incorporated into the policy.

**18. COMMENCEMENT**

This policy shall come into effect on the date of adoption by Council

**19. REVIEW OF THE POLICY**

The policy shall be reviewed annually or when a need arises.

**20. STAKEHOLDER'S CONSULTATION**

All Stakeholder's were consulted on the 22-25 April 2024.

**21. ADOPTIN BY COUNCIL**

<b>Resolution NO: SCD/16/2024</b>	<b>Adoption Date: 16 May 2024</b>
<b>Effective Date: 01 July 2024</b>	<b>Review Date: ANNUALLY</b>

## 22. AUTHORITY



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**MUNICIPAL MANAGER**  
**MR T.J MOGANO**



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**COUNCIL SPEAKER**  
**CLLR N.M MASWANGANYI**