

MOPANI DISTRICT MUNICIPALITY



CORPORATE SERVICES

HUMAN RESOURCES

TRAINING AND DEVELOPMENT POLICY

2022/2023

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1. PREAMBE

- 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 skills 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, skills programs, learnerships, 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:

- 2.1 Improve performance.
- 2.2 Enhance employees' skills and knowledge to meet new challenges and demands of the work environment.
- 2.3 Ensure upkeep with new methods, processes, technology, legal and social environment.
- 2.4 Solve organizational problems.
- 2.5 Orientate employees to the municipality in their new jobs.
- 2.6 Prepare employees for succession planning.
- 2.7 Satisfy individual personal growth of employees.
- 2.8 To attain employment equity.
- 2.9 To reduce labour turnover and improve service delivery
- 2.10 To ensure the compilation of the Skills Audit and Workplace Skills Plan.
- 2.11 This policy intends to facilitate the achievement of four key outcomes:
 - 2.11.1 To implement the Municipality's vision of a competent workforce that continuously meets productivity and customer services targets.
 - 2.11.2 To support the implementation of the Municipality Affirmative Action and Black Economic Empowerment initiatives.
 - 2.11.3 To show a return on Investment in education, training and development.
 - 2.11.4 To contribute to the development of a pool of skilled South African work force to support National Economic and Skills Development strategies.

3. SCOPE OF THE POLICY

- 3.1 The policy shall apply to all employees and councillors of Mopani District Municipality. This policy shall also apply to the unemployed persons 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

5.1 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;

7.5

- 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 by a relevant SETA, legislation and government approved institutions, where applicable
 - 6.1.3 Procurement of skills development 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 and available training and development budget
- 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 processes 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 Personal Development Plan shall be prepared for each employee.
- 7.5 Such Personal 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 Personal 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 Mopani District Municipality shall 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:

9.1.3.1 Diverse

9.1.3.2 Provided on the basis of organizational needs

9.1.3.3 Involving partnerships and co-operation with various workplaces to provide learners with the necessary work experience

9.1.3.4 Undertaken in any occupational field

9.1.3.5 Integrating education and skills training and provide a work-based route to a qualification

9.1.3.6 Provide a basis for life-long learning

9.2 Internship programmes

9.2.1 Internship programs shall target the unemployed graduates wherein preference shall be given to the unemployed graduates within Mopani District Municipality

9.2.2 Internship programs shall provide the interns with time based work experience for a period of 12 months

9.2.3 A mentor shall be assigned to each Intern who will ensure that the objectives of the internship program are achieved

9.2.4 Recruitment of Interns shall comply with the Recruitment and Selection policy of Mopani District Municipality

9.2.5 Interns shall receive a monthly stipend as per the agreement with the service provider or the relevant 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

9.3.2

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 Shared Services.
- 10.4.5 Payment for training shall be made by means of an official order
- 10.4.6 The Human Resource development 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 needs 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:

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

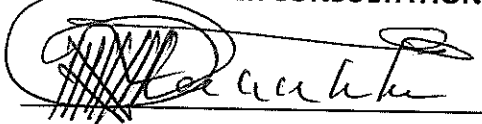
12.4.2.2 perception based assessment

12.4.2.3 evidence based assessment including assessments using psychometric instruments

18. POLICY REVIEW

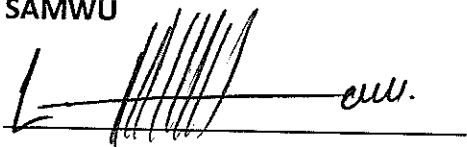
18.1 The policy shall be reviewed annually or as and when it becomes necessary to do so.

19. STAKEHOLDER CONSULTATIONS



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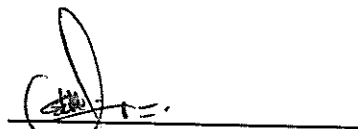
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20. AUTHORITY

. Adoption by the Council

Council Resolution No: SCD/25/2022	Approved Date:31 MAY 2022
Effective Date:	Review Date: 23-24 MAY 2022



MUNICIPAL MANAGER

31/05/22
DATE



COUNCIL SPEAKER

31/05/22
DATE