

INTERNAL POLICY

MOHOKARE LOCAL MUNICIPALITY	
SUBJECT: HUMAN RESOURCES TRAINING AND DEVELOPMENT POLICY	POLICY NO:
DIRECTORATE: CORPORATE SERVICES	COUNCIL ITEM:
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1. PURPOSE

The Human Resource Training and Development function is one of the most important tools of skill development in any organisation that strives for an efficient and effective workforce. The responsibility for training and development needs special attention within the municipality to ensure that employees and prospective employees are competent and motivated. Effective training and development is necessary to achieve the level of skills and knowledge required to perform the required tasks.

Training is not a separate activity that can be limited to the Human Resource Training and Development section only. To be optimally effective, all role-players must perform his or her obligations and responsibilities in an attempt to ensure a well-trained workforce.

This Human Resource Training and Development Policy should comply with provisions contained in the following Acts:

- Skills Development Act, 1998
- Skills Development Levy Act, 1999
- Labour Relations Act, 1995

2. DEFINITIONS

2.1 In this policy, unless the context indicates otherwise:-

- (a) **“annual employment cycle”** means a period of twelve consecutive months starting on the day when an employee first commences employment with the Municipality;
- (b) **“bargaining council”** means the South African Local Government Bargaining Council and includes the division of the bargaining council in whose area the Municipality falls;
- (c) **“Basic Conditions of Employment Act”** means the Basic Conditions of Employment Act 1997 (Act No 75 of 1997);
- (d) **“collective agreement”** means a collective agreement concluded in the bargaining council as contemplated in the Labour Relations Act 1995 (Act No 55 of 1995);
- (e) **“council”** means the Council of the Municipality and includes any political structure, political office-bearer or employee of the Municipality lawfully acting in its stead;
- (f) **“employee”** means a person who works for, or renders a service to the Municipality regardless of the form of her/his employment contract, and in respect of which any factor enumerated in section 200A(1) of the Labour Relations Act applies;

- (g) **“Labour Relations Act”** means the Labour Relations Act 1995 (Act No 66 of 1995);
- (h) **“Municipal Manager”** includes a person acting in his/her stead or in terms of a power delegated in writing to her/him by the Municipal Manager;
- (i) **“Municipal Systems Act”** means the Local Government: Municipal Systems Act, 2000 (Act No 33 of 2000);
- (j) **“Municipality”** means Mohokare District Municipality,
- (k) **“official business”** includes-
 - (i) attending any training programme as a nominee of the Municipality;
 - (ii) attending as a duly delegated representative of the Municipality any meeting, workshop, conference or similar event; and
 - (iii) delivering or fetching any goods, including documents, machinery, money, post and equipment of, or acquired by, the Municipality,
- (l) **“official journey”** means a journey undertaken by an employee on official business, whether within or outside the Municipality or whether using a privately owned vehicle, a municipal vehicle or public transport;
- (m) **“trade union”** means a trade union that is a party to the bargaining council;
- (n) **“workplace”** means any indoor or enclosed area in which employees perform their work and includes any corridor, lobby, stairwell, elevator, cafeteria, washroom or other common area frequented by employees during the course of their employment.

3. INTRODUCTION

3.1 The Municipality believes that its employees form the cornerstone of service delivery to the communities within the Municipality. It therefore adopts a policy of giving priority to the training and development of its staff, within the parameters at what is feasible and sensible in the context of the municipality’s resource deployment requirements. It will identify and assess the training needs and potential of staff, match it with the requirements of the Municipality and afford all employees the opportunity to develop their potential, improve their performance and advance their career prospects within the municipality. Special attention will be paid to training and development opportunities for employees belonging to designated groups.

- 3.2 The Municipality is committed to the structured and systematic training and development of all its employees on an on-going basis to enable them to perform their duties effectively and efficiently. Training and development programmes 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 resources needs.
- 3.3 The training and development of an employee will commence with her/his appointment and continue as long as the Municipality employs him. Current employees will be drawn into the training process in accordance with priorities established by way of a structured analysis of training needs.
- 3.4 The council shall, in addition to any provision that it must make in its operating budgets for the payment of a statutory skills levy, provide additional funds in order to conduct training of its employees and councillors in order to comply with the approved integrated development plan.

4. PRINCIPLES OF TRAINING AND DEVELOPMENT

4.1 Training and development must-

- (a) be needs-based;
- (b) be systematic;
- (c) be cost-effective;
- (d) be developmental in approach;
- (e) consist of externally developed and presented, as well as in-house training and development programmes;
- (f) be related to an employee's current or possible future job;
- (g) deliver results that are measurable against pre-determined outcomes;
- (h) recognise that learning routine tasks and obtaining primary knowledge to perform better, should be done in the work environment;
- (i) appreciate the primary role of supervisors in the identification of training needs and teaching employees to perform their allocated jobs better.

4.2 All training and development initiatives must be properly planned, programmed and administered and their results reviewed in order to determine-

- (a) how training methodologies and programme content can be improved;
- (b) to what extent a particular programme has supplied the needs of the individual

learners who completed it and the Municipality;

(c) how maximum benefit can be obtained from resources devoted to training and development;

(d) how procurement and development of training programmes can be improved; and

(e) what impact completion of a programme had on the performance of a learner?

5. INSTITUTIONAL ARRANGEMENTS FOR TRAINING AND DEVELOPMENT

5.1 The Director Corporate Services-

(a) must advise and assist other departmental heads with regard to training and development, especially with regard to the identification of training needs and selecting appropriate programmes to supply those needs;

(b) is responsible for the administration of the training process and programmes and events;

(c) must ensure that the impact of any training programme is established at appropriate intervals after the programme was completed and compared with the potential impact;

(d) establish a training schedule at the beginning of each financial year taking into account the needs of employees and the Municipality;

(e) must, in consultation with the Chief Financial Officer, make provision in the annual operating budget for training and development of employees in addition to the payment of the skills development levy;

(f) submit the resolutions and recommendations of the Training Committee to the Heads of Departments Committee and the Human Resources Standing Committee or any relevant section 79 committee;

(g) make recommendations to the Municipal Manager regarding employees' participation in training programmes and attendance of seminars, workshops and similar training events upon receiving nominations for departmental heads.

5.2 Any employee who wishes to apply to attend training must complete the relevant form and submit it to the Director Corporate Services.

5.3 The Training Committee must-

(a) ensure the co-ordination and integration of the training and development

activities of the municipality;

- (b) promote equitable access to training and development opportunities;
- (c) assess and monitor training needs of employees and prioritise identified needs;
- (d) review, monitor and make recommendations on employment and training practices in order to achieve relevant objectives and targets of the Municipality;
- (e) evaluate employment decisions in terms of the approved employment equity plan;
- (f) oversee on-going communication and feedback on all matters relating to equity, unfair discrimination and affirmative action in employment and training practices;
- (g) assess the workplace skills and employment equity plans and make recommendations thereabout to the human resources committee or any other relevant section 79 Committee;
- (h) assess the effectiveness of training and training programmes;
- (i) make recommendations on allocation of resources for training;
- (j) review and formulate training and development policies for the Municipality;
- (k) act as a contact between the department responsible for human resources management, other departments and councillors in matters relating to skills development and employment activities.

5.4 The Training Committee consists of councillors, management and trade union representatives.

5.5 The member of the Standing Committee responsible for human resources management is the chairperson of the committee. The chairperson must-

- (a) determine the time, date and place of meetings of the committee
- (b) preside at meetings of the committee
- (c) ensure compliance with the rules and orders during committee meetings
- (d) ensure, together with the manager responsible for human resources that agendas for, minutes of and documentation relating to the committee's activities are prepared
- (e) submit such reports regarding the committee's activities to the Human Resources Standing Committee as may be prescribed.

6. PROCEDURE FOR THE NOMINATION OF STAFF MEMBERS TO ATTEND EXTERNAL CONFERENCES, SEMINARS AND SIMILAR EVENTS

6.1 The purpose of this procedure is to:

- (a) Ensure that the objectives of attending conferences and similar events and the potential benefits that may be derived from such attendance are defined;
- (b) Ensure that the necessary authority is obtained for attendance of conferences and similar events;
- (c) Ensure that duplication and inappropriate nomination is eliminated;
- (d) Ensure that feedback on the benefits derived is made available to others in the Municipality;
- (e) Ensure maximum transfer of new skills and knowledge to the work place.

6.2 Procedure

The form that must be completed when an employee is nominated to attend external conferences, seminars and similar events, is attached (**Form A**). The form is divided into 5 parts

→ Part 1

This must be completed by the nominee. The important elements in this part are the cost codes to be debited. Documentation must be attached.

The item labelled 'Motivation for Attendance' must reflect the benefits that will be derived from attendance as well as an explanation why the particular event and nominee/s are selected.

→ Part 2

This must be completed by the nominee's supervisor and must include the reasons why attendance is recommended.

→ Part 3

This will be completed by the Corporate Services Department.

→ Part 4

This will be completed by the Divisional Head concerned or the Municipal Manager.

→ Part 5

This part will be completed once attendance is approved.

Apart from keeping track of the administrative arrangements it will also be used to ensure that attendance is followed up effectively, both in the form of a report submitted to the Manager concerned after the event as well as a follow up at a later stage to assess transfer of new knowledge and skills to the work place.

6.3 General

- (a) The Director Corporate Services will make the arrangements for enrolment, reservations and payments.
- (b) In the event that a reservation made on behalf of an employee must be cancelled and the employee fails to inform the Director Corporate Services timeously the employee will be held liable for the fruitless expenditure incurred by the municipality.

7. INDUCTION

- 7.1 Every new employee, regardless of function or job level must, within one month of her/him commencing employment, receive systematic induction training, which will enable her/him to become fully oriented in her/his job and the Municipality in the shortest possible time.

8. ON-THE-JOB (IN-SERVICE) TRAINING

- 8.1 The objective of on the job training is to provide an employee with the skills and knowledge that she/he needs in order to improve her/his performance and to modify the attitude of an employee in order to improve his/her competency.
- 8.2 A departmental head, after consultation with the relevant supervisor, must nominate an employee to participate in any training programme or to attend a seminar, workshop or similar training event and submit such nomination to the Director Corporate Services.
- 8.3 Whenever a departmental head, after consultation with the relevant supervisor, requires an employee to participate in a specific training programme offered by an institution other than the Municipality the Municipality must pay for all costs incurred for registration, learning materials, tuition fees, travelling and subsistence costs and accommodation.

9. ROLE OF SUPERVISORS IN TRAINING AND DEVELOPMENT

The Municipality recognises that every supervisor of employees has a duty to ensure that her/his subordinates have the required skills, knowledge and attitude to perform her/his functions effectively and efficiently. Supervisors therefore have primary responsibility for identifying the training needs and improving the skills and knowledge of their subordinates. The Municipality recognises that routine tasks must be learned in the work environment under close guidance and instruction. Where the skill deficiency of any employee cannot be supplied by learning under the guidance of a supervisor, it is the duty of such supervisor to communicate the training need of that employee to her/his superiors.

10. LINKAGE BETWEEN PERFORMANCE IMPROVEMENT AND TRAINING AND DEVELOPMENT

The Municipality recognises that the quality and level of institutional and individual performance results from applying available capacities. Therefore, supervisors and management have the duty to ensure that training and development receive adequate consideration as interventions to improve the skills, knowledge and attitudes of employees throughout the municipality. However, at the same time, the Municipality realises that training and development are not a magic wand that will ensure improved performance in all areas of underperformance.

11. CAREER OPPORTUNITIES AND SUCCESSION PLANNING

11.1 It is important that the Municipality has a sound staffing strategy and that it takes steps to retain staff in general and in particular those employees that-

- (a) show potential;
- (b) competently occupy key positions;
- (c) possess scarce or specialised skills and knowledge; or
- (d) are Black, female or disabled.

11.2 The objectives of this policy are-

- (a) To create an on-going supply of well trained, broadly experienced and motivated employees who are ready to step into key positions as may be needed from time to time;
- (b) To ensure alignment between the career goals of individual employees and the goals of the Municipality;
- (c) To establish special programmes to expose employees to a variety of job experiences and familiarise them with the Municipality's processes and systems;
- (d) To align the future staffing needs of the Municipality with the current availability of appropriate resources within the Municipality;
- (e) To define employee career paths, which will help the Municipality to train and retain a pool of suitably qualified employees.

11.3 The Municipality realises that-

- (a) not all employees have the potential to progress to management level and beyond to executive level;
- (b) excellent performance at one job level does not necessarily mean that the

employee concerned will perform equally remarkably at a higher level or in another job on the same level although it may be an indicator of reasonable prospect of satisfactory performance at a higher level;

- (c) preparing employees to advance from one level to a next level within the Municipality may create expectations that the Municipality cannot always fulfil in the short and medium term and that, consequently, investing time and other resources in selected employees may increase staff turnover as employees are dissatisfied with the prospects of advancement in the municipality' service;
- (d) to some extent, resignation and retirement of employees in key positions can be predicted and, consequently, that the Municipality can make appropriate arrangements not to suffer negative consequences from such resignation/retirement;
- (e) succession planning does not necessarily mean that internal candidates must be promoted to vacancies at higher levels if no suitable candidate is available internally.

11.4 In view of paragraph 11.3-

- (a) the Municipality will approve rules and criteria for the identification of individual employees that have the potential to progress to management levels and beyond;
- (b) management must ensure that candidates for advancement into higher positions must understand that although they have been identified for this purpose, that it may not be always possible for the Municipality to promote them in the short or medium term;
- (c) succession must be linked to the employee performance management system and, specifically, the personal performance plans and personal development plans of each individual employee;
- (d) career and succession planning must be done on the basis of, and consistent with, specific and unambiguous job descriptions and job specifications.

12. PROCEDURES FOR SUCCESSION PLANNING

12.1 Succession planning:

- (a) The Director Corporate Services must, at the beginning of every financial year, and thereafter as often as is necessary, prepare and submit to the Departmental Heads Committee, a written schedule of all employees setting out –
 - (i) which employees will achieve retirement age during the next year and the date on which they will reach it;
 - (ii) which employees' employment contracts will terminate during that year and

the date on which such contracts expire;

(iii) which employees at that time (if any), comply with the job specifications of any position that may be vacated during the year in question and who may be considered for promotion or transfer into any vacancy that may arise due to the retirement of an employee or the expiration of an employee's employment contract.

(b) The Departmental Heads Committee must consider the schedule submitted by the Director Corporate Services and submit its report and recommendations to the Standing Committee responsible for human resources management.

(c) The Standing Committee responsible for human resources management must consider the recommendations of the Departmental Heads Committee and submit the report, together with its comment and recommendations to the Mayor.

(d) The Standing Committee may recommend that the employment contract of any employee that expires during the year in question be extended for another period on the same or different conditions.

(e) The Mayor must, in respect of the positions of Municipal Manager and departmental heads, and after consideration of the report and comment of the Standing Committee, submit a report and recommendations to the council for its consideration.

(f) The Municipal Manager may decide on all other cases.

12.2 Methodology of career planning

12.2.1 The primary methodologies of career advancement involves two human resources management processes, namely job enrichment and job rotation, linked to a structured learning programme utilising different training methodologies.

12.2.2 An employee who satisfies the criteria and/or standards to qualify for career advancement in terms of this policy (hereafter the targeted employee), will be expected to subject her/himself to job enrichment and/or job rotation and such training programmes as may be required, without any additional compensation of whatever nature.

12.2.3 The Director Corporate Services must, together with the relevant departmental head, compile a career plan and log book in respect of each targeted employee.

12.2.4 A career plan must contain at least the following information-

(a) the name, race, age and sex of the targeted employee;

(b) the targeted employee's current position;

- (c) the targeted employee's qualifications and job experience when she/he entered the Municipality' service and any changes thereto since that date;
- (d) an assessment of the targeted employee's performance against the standard performance criteria in terms of the employee's personal performance plan;
- (e) the position for which the targeted employee is being prepared;
- (f) the duty sheet and job specification of such future position;
- (g) the attributes, skills and knowledge that the targeted employee will require to successfully occupy that future position;
- (h) a schedule indicating-
 - (i) the period during which the targeted employee must complete any training programme that may be required and the nature and content of such programme;
 - (ii) the period or periods she/he must spend performing the work allocated to other positions on the same level or performing;
 - (iii) functions of positions on higher level to ensure that she/he acquires the attributes, skills and knowledge to occupy such future position
 - (iv) the identity and positions of the person or persons who will act as the targeted employees mentor(s);
 - (v) the frequency and methodology of assessing the employee's progress toward acquiring the required attributes, skills and knowledge.

12.2.5 The Director Corporate Services must submit the draft career plan to the targeted employee for consideration and comment and conduct an interview with her/him to ascertain her/his comment (if any).

12.2.6 As soon as the Director Corporate Services and the targeted employee reach agreement on the content of that employee's career plan, the Director Corporate Services must submit such plan to the Municipal Manager for approval, where after the plan must be implemented.

12.2.7 The targeted employee's mentor(s) must ensure that she/he-

- (a) is rotated between the jobs identified in her/his career plan
- (b) performs that functions allocated to other positions as prescribed in her/his career plan
- (c) complete the training programmes prescribed in her/his career plan
- (d) maintains her/his log book and submit it, together with the mentor(s) comment to the Director Corporate Services and the relevant departmental head once during every month.