

BERGRIVIER MUNICIPALITY



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1. PREAMBLE

Bergvrievier 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.

Employees will be accommodated in the training process in accordance with priorities established by way of a structured analysis of training needs per Directorate.

2. DEFINITIONS

In this policy, unless the context indicates otherwise: -

<i>“Director”</i>	means an employee of the Council who, in terms of a Council's resolution or an Act, is directly responsible to the Municipal Manager for the administration of a directorate of the Council's service, or is acting in such capacity;
<i>“Employee”</i> (as per clause 200A(1) of the Labour Relations Act, 1995)	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;

<i>“Establishment”</i>	means the permanent establishment (organogram)
<i>“Institution”</i>	a recognised university or university of technology or college or technikon;
<i>“Line Manager”</i>	means the person with direct authority and/or responsibility over subordinates in their respective departments, divisions and sections
<i>“Municipal Manager”</i>	means the person appointed as such in terms of Section 54(A) of the Local Government: Municipal Systems Act (Act 32 of 2000) and 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>“Municipality”</i>	means the Bergrivier Municipality (WC013), a local municipality established in terms of section 12 of the Municipal Structures Act, 1998 (Act 117 of 1998), as amended;
<i>“Permanent Employee”</i>	means an employee, excluding a contract employee and/or a temporary employee, occupying a post on the fixed approved establishment of the Council in a permanent capacity, whether full-time or part-time, and includes interns and a person appointed in such post for a probationary period

<i>“SALGBC”</i>	Means the South African Local Government Bargaining Council
<i>“Scarce Skills”</i>	means those skills that were identified as critical and of which a shortage is experienced and which is required for key projects and/or positions
<i>“Skills and Knowledge”</i>	means the ability to perform required tasks and the theoretical and practical understanding of a particular job and its relation with other jobs.

All terminology not defined under clause 2 of this policy shall bear the same meaning as in the applicable legislation.

3. 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.

This policy shall apply to all employees and councillors of Bergrivier Municipality.

4. OBJECTIVES

The objectives of the policy is to regulate the education, training and development of all employees of Bergrivier Municipality within its financial muscle and resources available by:

- 4.1 To develop human capital to achieve the strategic objectives of the organization;

- 4.2 To provide skills in order to ensure that all employees and councillors are adequately equipped to meet job competencies;
- 4.3 Introducing fair and reasonable objectives and principles for education, training and development of employees in the employ of council;
- 4.4 Providing guidelines for training and development of employees in the employment of council;
- 4.5 Conduct thorough skills audit and identify gaps existing and devise strategies in terms of the broader vision of council;
- 4.6 Allocate significant training resources, within the means of council; and
- 4.7 Putting up comprehensive education, training and development programs that focus on literacy, numeracy, technical competencies and management and development programs in accordance with the approved WSP.

5. LEGAL FRAMEWORK

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

- Labour Relations Act, 1995 (Act 66 of 1995);
- Occupational Health and Safety Act, 1993 (Act 85 of 1993);
- Municipal Finance Management Act, 2003 (Act 56 of 2003);
- Municipal Systems Act, 2000 (Act 32 of 2000);
- Skills Development Act, 1998 (Act 97 of 1998);
- Skills Development Levies Act, 1999 (Act 9 of 1999)

- South African Qualifications Authority Act, 1995 (Act 58 of 1995);
- Employment Equity Act, 1998 (Act 55 of 1998);
- SALGBC Main Collective Agreement as concluded on the 01 May 2007;
and
- Collective Agreement on Conditions of Service for the Western Cape Division of the SALGBC, as concluded on 1 June 2009.

6. TRAINING AND DEVELOPMENT

6.1 PRINCIPLES OF TRAINING AND DEVELOPMENT

6.1.1 Training and development must-

- 6.1.1.1 be needs-based;
- 6.1.1.2 be systematic;
- 6.1.1.3 be cost-effective;
- 6.1.1.4 be developmental in approach;
- 6.1.1.5 consist of externally developed and presented, as well as in-house, training and development programmes;
- 6.1.1.6 enable employees to meet the requirements of their present jobs and to equip them for future opportunities;
- 6.1.1.7 deliver results that are measurable against pre-determined outcomes;
- 6.1.1.8 recognise that learning routine tasks and obtaining primary knowledge to perform better, should be done in the work

environment; and

6.1.1.9 appreciate the primary role of supervisors in the identification of training needs and teaching employees to perform their allocated jobs better.

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

6.1.2.1 how training methodologies and programme content can be improved;

6.1.2.2 to what extent a particular programme has supplied the needs of the individual learners who completed it and the Municipality;

6.1.2.3 how maximum benefit can be obtained from resources devoted to training and development;

6.1.2.4 how procurement and development of training programmes can be improved; and

6.1.2.5 what impact completion of a programme had on the performance of a learner.

7. SKILLS PLANNING

Skills planning cover short-, medium- and long term plans relating to the acquisition and nurturing of skills.

7.1 Skills Audit

After a formal skills audit has been done, the information must be captured on the Gapskill System (System of the national Department of Local Government) and updated regularly. The skills audit for new entrants in the organization will be done during their induction process and captured on the Gapskill System as soon as possible thereafter.

7.2 Training needs analysis

Training Needs Analysis shall be conducted annually prior to the compilation of the Workplace Skills Plan.

7.3 Workplace Skills Plan (WSP)

The WSP shall be developed and aligned to the Organisational Strategic objectives and the needs of the municipality.

The Corporate Services Directorate shall on an, annual basis, prepare and submit a Workplace Skills Plan and its implementation to the Training Committee for approval, to ensure effective development and sustainability of talent within the organisation.

Bergrivier Municipality 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 Learnership programmes

Learnership programmes shall be incorporated in the WSP and geared towards the development of the employed and the unemployed.

The Human Resources department shall take full responsibility for the implementation of learnership programmes relevant to different disciplines

and the demand thereof in view of the prevailing scarce and critical skills needs.

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. The learner will do whatever is required to complete and pass the course and will attend diligently.

7.5 Study assistance

Study assistance where applicable shall be granted to eligible employees according to the Employee Bursary and Study Assistance Policy and subject to approved budget.

7.6 Research

Employees and councillors shall obtain approval from the Municipal Manager prior to undertake any research project within the municipality. The research report shall be submitted to the council upon completion of the research.

The researcher shall not use the information gathered against the municipality and must only be used for academic purposes.

8. SKILLS DEVELOPMENT ADMINISTRATION

8.1 Budgetary Allocations

8.1.1 The training budget shall be utilised for acquisition of occupationally and strategically directed skills, with prior authorisation of the Directorate Corporate Services and Directorate Financial Services.

8.1.2 The training budget must be allocated and be managed through the Office of the Skills Development Facilitator and be utilized for such purposes only.

8.1.3 The budget shall be informed by the Workplace Skills Plan and must be used to the benefit of all employees, councillors and members of the community as outlined in the skills development legislation.

8.2 Training Service Providers

Training Service Providers shall be appointed in accordance with Supply Chain Management Policy and Procedures, and in line with Skills development legislation.

In order to manage quality assurance, Bergrivier Municipality will utilize accredited service providers to conduct training that are unit standard aligned in a form of skills programs, learnerships, 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.

8.3 Attendance of Training

In the case of an employee's non-attendance of a course without prior acceptable arrangements or reason, an investigation shall be lodged to determine the circumstances for non-attendance and appropriate actions shall be taken.

Disciplinary measures shall be taken against employees who absent themselves without prior acceptable arrangement/ reason. This shall be done by the Manager to whom the employee reports. Failing which, this shall be interpreted as dereliction of one's lawful and reasonable duty.

It shall be the responsibility of the respective departments to release the employees to attend the courses they have been nominated and/ or applied and registered for.

Attendance registers of the training attended shall be submitted to the Human Resource Officer: Training and Development upon return from the training or by the service provider.

8.4 Travelling and accommodation

Transport to attend learning and development interventions could be provided to employees who are not on a transport scheme. Where transport cannot be provided, employees will be allowed to travel with their own transport and will be remunerated according to the Travel and Subsistence Policy and Procedures for officials. These exclude students who attend interventions funded through study assistance scheme.

Accommodation shall be provided according to the Travel and Subsistence Policy and Procedures for officials.

8.5 Study Leave

Study leave and leave of absence for obligatory course/study requirements shall be granted according to the Collective Agreement on Conditions of Service for the Western Cape Division of the SALGBC.

8.6 Equal Opportunity Framework

8.6.1 Where possible, an employee shall be entitled to a maximum of not more than two training interventions per financial year in order to allow for equal opportunity.

8.6.2 Although all training shall be implemented in terms of the Workplace Skills Plan, the Municipal Manager and/or relevant Director shall still approve the release of an employee to attend training, taking into account operational requirements. However, each case shall be treated on merit.

9. INSTITUTIONAL ARRANGEMENTS

9.1 Training Committee

9.1.1 The Training Committee will be established according to the Main Collective Agreement.

9.2 Return on Investment

9.2.1 Commitment should be made by all employees participating in programs to submit portfolios of evidence for all accredited and unit standard aligned training for assessment and certification of competence at their own time.

9.2.2 These shall be regulated by the signing of the training attendance contract by employees prior to attending the said training (*Annexure A*).

9.2.3 Should an employee be found not yet competent after submitting the portfolio of evidence, he/she shall be given an opportunity to complete the programme at own cost and submit proof of competency to Human Resource Officer: Training & Development.

9.2.4 An employee who fails to submit a portfolio of evidence or to complete the course or fail to pass the course, shall be deemed to pay back the money incurred for the training in question within a period of twelve monthly instalments.

- 9.2.5 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.

10. ROLES AND RESPONSIBILITIES

10.1. Council

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

- 10.1.1 Ensuring compliance with relevant legislation and national strategies;
- 10.1.2 Approving (with due consultation) the Training and Development policy and implementation thereof; and
- 10.1.3 Ensure that 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 workplace skills plan.

10.2 Senior Management

The Municipal Manager and Directors shall be accountable for the training and development of all employees in their departments. The training and development function shall be as follows:

- 10.2.1 To make this policy known to all employees in their Department;
- 10.2.2 To create a favourable climate conducive to the training and development of all employees in their department; and

10.2.3 To evaluate the effectiveness of training and development in their department.

10.3. 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:

- 10.3.1 Ensuring that employees are educated, developed and trained to do their work competently by continually monitoring performance and identifying developmental needs;
- 10.3.2 Coaching, counselling and mentoring staff on an on-going basis;
- 10.3.3 Liaising with the Skills Development facilitator (SDF) to address the identified developmental needs;
- 10.3.4 Facilitating and actively supporting the transfer of skills to the workplace (that is, the implementation of the newly acquired or enhanced skills and knowledge);
- 10.3.5 Monitoring and evaluating the acquisition of and the subsequent transfer of skills, knowledge and attitudes (competencies) in the workplace and taking the necessary action;
- 10.3.6 Familiarizing themselves with the relevant legislation in order to ensure compliance;
- 10.3.7 Facilitating and actively supporting the transfer of skills to the workplace (that is, the implementation of the newly acquired or enhanced skills and knowledge); and
- 10.3.8 Familiarizing themselves with the relevant legislation in order to ensure compliance.

10.4 Human Resource Officer: Training and Development (Skills Development Facilitator)

10.4.1 In terms of the Skills Development Act, Bergrivier Municipality must at all times ensure the appointment of a Skills Development Facilitator to perform skills development functions.

10.4.2 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:

- (a) Develop and submits the Workplace Skills Plan;
- (b) Ensuring the implementation of the Workplace Skills Plan;
- (c) Reporting on the implementation of the Workplace Skills Plan;
- (d) Ensuring effective management and co-ordination of the arrangements related to the Skills Development levy and levy grants;
- (e) Application of discretionary grants to run learnerships programs in Bergrivier Municipality;
- (f) Review of the Skills Audit on an annual basis;
- (g) Application of discretionary grants for implementation of employed and unemployed learnerships;
- (h) Conduct training needs analysis by:
 - Circulating communique to all directorates for submission of individual developmental 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 office of the Speaker and South African Local Government Association and Department of on the identified training needs for councillors; and
 - Liaising with the Budget and Treasury on the training needs for interns if need be.
- (i) 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

10.5 Training Committee

- 10.5.1 Ensure the co-ordination and integration of the training and development activities of the municipality;
- 10.5.2 Promote equitable access to training and development opportunities;
- 10.5.3 Assess and monitor training needs of employees and prioritise identified needs;
- 10.5.4 Assess the effectiveness of training and training programmes;
- 10.5.5 Make recommendations on allocation of resources for training;
- 10.5.6 Review and formulate training and development policies for the Municipality; and
- 10.5.7 Approve the WSP.

10.6 The 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:

- 10.6.1 Liaising with line management regarding their competency and performance in order to identify/determine their developmental needs;
- 10.6.2 Making use of education, training and developmental opportunities in a responsible manner; and
- 10.6.3 Transferring the newly acquired or enhanced skills, knowledge and attitudes into the workplace, thus improving performance..

10.7 Unions

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:

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

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

- 11.1. 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.
- 11.2 The Training Committee shall convene to approve for the signing of the Workplace Skills Plan and Annual Training Report as a formal document for Bergvriër Municipality.
- 11.3 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.
- 11.4 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.

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

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.

13. 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.

14. TRAINING FOR UNEMPLOYED AS SOCIAL RESPONSIBILITY

The municipality has a responsibility to train unemployed learners in compliance to the Skills Development Act. The municipality annually provides bursaries for this purpose.

15. GENERAL PROVISIONS

15.1 Compliance with all relevant legislative arrangements shall be strictly observed and complied with, and

15.2 The Municipal Manager may from time to time consider deviation from any provision(s) of this policy, if such act is informed by bona fide operational requirements of the municipality and recommended by the relevant Director or Manager: Human Resource Services.

16. BREACH OF THIS POLICY

Non-compliance with the policy stipulations will be regarded as misconduct and treated accordingly.

17. DATE OF EFFECT OF THIS POLICY

This internal policy will be effective from the first day of the calendar month following the date on which Council has approved this internal policy.