

TRAINING POLICY

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1. EXECUTIVE SUMMARY

1.1 This Training and Development Policy provides guidelines and procedures for the promotion and support of continuous training and development of Municipal employees and councillors as envisaged by the Skills Development Act and the Municipal Systems Act.

2. GOVERNANCE

2.1 This policy applies to all Kouga Local Municipal employees and councillors.

3. VISION

3.1 The vision of training and development is to:

3.1.1 create a conducive environment within which Council employees can realize their full potential to enable them to make a meaningful contribution towards achieving Council's vision.

3.1.2 enable Council to implement and execute strategies towards achieving its Human Resources Strategic Objectives.

3.1.3 develop skills and competencies in the workplace in so far as;

a) to improve the quality of life of workers and their prospects of advancement within the workplace;

b) to improve productivity by enhancing skills development, employee motivation, capacity building and career path opportunities in the workplace and the competitiveness of Council;

c) to improve the delivery of social services;

d) to make Council a learning institution.

3.1.4 The Constitution of South Africa stipulates in section 195(h), "Good Human Resources Management and Career Development Practices, to maximize human potential, must be cultivated". In light of this the Municipality acknowledge the duty for ensuring that its Human Resources are developed to the fullest.

3.1.5 Education, training and development opportunities must be provided to all.

4. ACRONYMS

- 4.1 NQF - National Qualifications Framework
- 4.2 SAQA - South African Qualifications Authority.
- 4.3 OBET - Outcomes Based Education and Training.
- 4.4 AET - Adult Education and Training.
- 4.5 RPL - Recognition or Prior Learning.
- 4.6 ETQA - Education and training Quality Assurance.
- 4.7 ETDP - Education Training and Development Practitioner.
- 4.8 NSA - National Skills Authority.
- 4.9 SETA - Sector Education and Training Authority.

5. INTRODUCTION

- 5.1 Kouga Local Municipality is committed to the continuous development of its employees in order to meet its current and future skills challenges and build a strong skills base to be able to deliver on its mandate of service delivery.
- 5.2 This policy aims to create and retain high quality of employees with the notion that their continuous development will enhance their performance and the achievement of the Municipal objectives.
- 5.3 This policy will assist the Kouga Local Municipal employees in achieving their potential investing in their development in order to ensure that the Municipality maintains excellence in service delivery.
- 5.4 It is required of Municipal employees to take responsibility for attending various training and development interventions that are aimed at providing the necessary skills and competencies essential to enhance excellence in their key performance areas.
- 5.5 Through this policy the Municipality endeavours to align its training and development activities to the fundamental purposes of the Skills Development Act, Act No 97 of 1998, which are;
 - 5.5.1 To develop the skills of the South African workforce,
 - 5.5.2 To increase the levels of investment in education and training by both employers and employees,

- 5.5.3 To improve employment prospects of persons previously disadvantaged,
- 5.5.4 To ensure the quality of education and training in and for the workforce,
- 5.5.5 To assist work seekers to find work and provide and regulate employment services.

6. SCOPE OF APPLICATION

- 6.1 The policy applies to all permanent employees and councillors of the Municipality.
- 6.2 Contract employees will also be covered by this policy; however, they are excluded from participating in the conditional grant system for long-term training and development initiatives.
- 6.3 Where this policy refers to employees it also refers to councillors.

7. STATUTORY AND REGULATORY FRAMEWORK

- 7.1 The Kouga Local Municipal Training and Development policy is influenced by the following pieces of legislations: -
 - 7.1.1 The South African Constitution Act 108 of 1998
 - 7.1.2 Skills Development Act
 - 7.1.3 Skills Development Levies Act
 - 7.1.4 South African Qualifications Authority Act
 - 7.1.5 Employment Equity Act
 - 7.1.6 Basic Conditions of Employment Act
 - 7.1.7 Labour Relations Act
 - 7.1.8 Municipal Systems Act
 - 7.1.9 Municipal Finance Management Act
 - 7.1.10 National Qualifications Framework
 - 7.1.11 National Skills Strategy

8. RESPONSIBILITIES

8.1 Employees and Councillors

- 8.1.1 Employees and Councillors must indicate their training and development needs by filling the skills audit forms distributed by the skills development office located in the Human Resource Development Section.
- 8.1.2 Employees and Councillors must complete all relevant forms and provide the necessary supporting documentation as stipulated in this policy and procedure.
- 8.1.3 Employees and Councillors must submit results or progress reports of their training Programmes completed or in progress to the skills development office timeously.

8.2 Line Managers

- 8.2.1 Line Managers must ensure that training interventions provided by their subordinates in the skills audit forms are in line with their Departmental and overall Municipal objectives.
- 8.2.2 Line Managers must also sign off the skills audit forms to confirm their approval of the content provided thereto.
- 8.2.3 Line Managers must ensure that all documentation required for accessing training and development initiatives are forwarded to the Human Resource Section – Skills Development Office.
- 8.2.4 Line Managers must avail their subordinates to attend trainings arranged for them.

8.3 Skills Development Office

- 8.3.1 The Skills Development Office must ensure that skills audit forms are distributed to all employees, and that they are correctly filled and returned back to their office.
- 8.3.2 The Skills Development Office must ensure that all training interventions identified are incorporated into the Municipal Workplace Skills Plan (WSP) and implemented from therein.
- 8.3.3 The Skills Development Office must ensure that all approved applications are processed and that the policy is adhered to in the implementation of the WSP.
- 8.3.4 The Skills Development Office must ensure that Training Providers used by the Municipality are accredited by the relevant accreditation authority.

9. Definitions

9.1 Training and Development initiatives or interventions

- 9.1.1 Shall refer to any intervention where there is a transfer of skills or knowledge and shall include the following: -
 - a) Short courses
 - b) Workshops
 - c) Conferences
 - d) Seminars
 - e) External training courses
 - f) In-house training courses

9.2 Development

- 9.2.1 Instructional Programmes and/or experiences designed to help employees become more efficient, professional workers, or to equip them with the knowledge and skills that improve career advancement opportunities.

9.3 Training

- 9.3.1 Instruction provided to stimulate change. Its focus is short-term and directed solely at furnishing knowledge or skills that employees need to carry out their present work duties efficiently and effectively.

9.4 Evaluation

- 9.4.1 A systematic process that determines the worth, value, or significance of training. Typically, training evaluations measure participants' reactions, the accomplishment of Programme objectives, or performance improvement.

9.5 NQF

- 9.5.1 Shall refer to the National Qualifications Framework as provided for by the SAQA Act.
- 9.5.2 The new national education system that joins together academic, technical, commercial and occupational learning and which is open to all.

9.6 Life Long Learning

- 9.6.1 The concept where an employee furthering their education by continuous learning at any stage of their lives and obtaining accreditation for such learning through registered academic institutions.

9.7 Recognition of Prior Learning

- 9.7.1 Giving a person credit for what they know and can do, even if they did not acquire it through a formal learning Programme.

9.8 Needs Assessment

- 9.8.1 Shall refer to a systematic method for determining gaps between current and desired performance levels.

10. Policy Provisions

10.1 Qualifying Criteria

- 10.1.1 It is the view of the Municipality that all employees should have an equal opportunity to learn and develop their skills to be able to perform their tasks better. All training and development initiatives must be, in the opinion of the employee's Line Manager, in line with the Municipal objectives.

- 10.1.2 The Skills Development Office reserves the right to refer the application to the Accounting Officer for final approval regarding the appropriateness and the reasonability of the costs associated with the pursued training intervention.
- 10.1.3 It is the Municipality's philosophy that once an employee has mastered the competencies applicable to their current role; they should be afforded an opportunity to develop skills for role to which they hope to be promoted or re-deployed to in the future.
- 10.1.4 All training and development initiatives which are intended to be pursued by employees shall be accordingly indicated in the skills audit forms provided by the Skills Development Facilitator and be incorporated in the Workplace Skills Plan (WSP) of the Municipality before implementation.
- 10.1.5 In cases where training and development initiatives are requested yet they are not incorporated into the WSP, approval shall be sought from the Accounting Officer, who shall consider a motivation by the relevant Line Manager on the urgency of the requested initiative.
- 10.1.6 All training and development initiatives shall be implemented through the Human Resource Section – Skills Development Office. Details of all training and development initiatives which are implemented by other Government / Sector Departments that involve Municipal employees shall be submitted to the Skills Development office by the relevant Municipal Department.

10.2 **Payment**

- 10.2.1 The Municipality undertakes to cover all costs associated with the training and development initiatives commissioned for its employees/councillors through the skills development office.
- 10.2.2 The cost of a training and development will include the following:
 - a) Registration fee / Tuition fee
 - b) Training material / Text books
 - c) Accommodation and Traveling costs

10.3 **External Skills Development Initiatives**

- 10.3.1 The Municipality may grant permission to an employee/councillor to attend a training intervention which may be funded by other stakeholders, provided that proper documentation to that effect is submitted prior to the commencement of the training and the results are also submitted on completion of the course.

11. ANNUAL TRAINING BUDGET

- 11.1 Council shall, in accordance with Section 3 (3)(c) the Skills Development Levies Act, provide an additional 1% of the salary budget to fund training in the municipality.

12. Conditional Grant for Training and Development Initiatives

12.1 Definition

- 12.1.1 A Conditional Grant initiative is defined as the training and development costs, as highlighted in 8.2.2. above, which are made available to Municipal employees for training and development purposes, for which a condition of a work-back / service period is attached.

12.1.2 Qualifying criteria

- a) To qualify for a Conditional Grant an applicant employee must be a permanent employee of the Kouga Local Municipality.
 - b) In addition, the proposed studies must be, in the opinion of the employee's relevant Manager, related to the Municipality's and Department's objectives.
 - c) The proposed studies must also have been submitted to the Human Resource Development Section for incorporation into the Municipal WSP.
- 12.1.3 Granting of the Conditional Grant for training and development interventions is at the discretion of the Accounting Officer, the final decision of which shall be
- 12.1.4 motivated by the appropriateness and the reasonability of the costs attached to the proposed studies.
- 12.1.5 The overall operational viability of the Department and the overall performance of the applicant employee will also be a deciding factor in granting the request for the Conditional Grant.
- 12.1.6 The costs will be granted on an annual basis to a qualifying employee after the educational institution has been approved by the Municipality, whose discretion is absolute in this regard.

12.2 Tenure

- 12.2.1 The costs will be approved and granted for one year at a time, but may be renewed for each succeeding year, at the sole discretion of the Municipality, after due consideration of the final results achieved by the employee.

12.3 Administration of the Conditional Grant

12.3.1 Application

- a) All applications must be made on the relevant Form prescribed by the Skills Development Office from time to time. Once completed, the application form, duly authorized by the Departmental Manager and approved by the Accounting Officer, must be submitted to the Human Resources Section – Skills Development Office with the relevant quotation from the academic institution or service provider, whatever the case may be.
- b) Conditional Grant shall include the tuition fees, textbooks, learning, professional institute membership, traveling and accommodation costs.
- c) Unless otherwise agreed by the Municipality, conditional grant or costs approved under this policy must be made by the Municipality directly to the relevant educational institution. The cost of tuition as well as the cost of the necessary course textbooks will be included in the amount to be paid by the Municipality.
- d) It is the employee's responsibility to regularly update the Municipality regarding his/her progress in his/her studies.
- e) The employee will be required to provide original results to be certified by the Municipality to the Skills Development Office once the results within two weeks (14 days) after publication of the examination results by the institution.

12.4 Failure to complete studies

12.4.1 Costs repayable due to absence from examination or failure of examination

- a) Should an employee/councillor elect not to write an examination in the subjects for which the costs were paid in any calendar year, or for any reason whatsoever, suspend or abandon his/her studies for the qualification, or be refused permission by the institution or examining authority of the institution to continue his/her studies, or not pass any course required for the attainment of the qualification in the year or in the final examination, the costs for the year shall be repayable to the Municipality by the employee.

12.4.2 Further costs due to absence from examination or failure of examination

- a) Should the provisions of clause 12.5.1 apply, no further costs relating to the failed subjects / courses / modules will be paid by the Municipality until the failed expense of the subjects / courses / modules are repeated and passed in the following year at the expense of the employee. This will also be applicable if the course content changes.

- b) The employee/councillor will be responsible for the cost of the additional subject / course as well as the exam. Should the employee rewrite his/her subjects / courses and still fail the exam, then he/she will be responsible for repaying the total amount to the Municipality in a manner to be determined by Council.
- c) The employee will however be able to enroll for the next level of subjects / courses / modules within their current certificate, diploma, degree, etc. that form part of the qualification that are not dependent on having passed the failed subjects / courses.

12.5 Termination of Employment

- 12.5.1 Should the employee/councillors terminate his/her services with the Municipality, either by resignation or dismissal for misconduct, during the course of his/her studies accessed through the conditional grant of the Municipality or prior to completion of the service obligation period stated below in **Table A**, the employee shall be liable for all the costs associated with the studies, including the value of any study and special leave granted to him/her.
- 12.5.2 Should the employee terminate his/her services with the Municipality due to ill-health, he/she shall not be liable for the costs incurred for the training and development initiative.

12.6 Service Obligation

- 12.6.1 The Municipality expects employees to undertake to remain in the employ of Kouga Local Municipality for a period specified for the cost of the training or studies undertaken as prescribed in the table provided below.
- 12.6.2 Should the employee fail to remain in the employment of Kouga Local Municipality for the prescribed period for reasons provided in 9.6.1 above, the costs paid on behalf of the employee become due and payable by the employee to the Municipality.

Table A:

PERIOD OF SERVICE OBLIGATION		
Category	Grant costs	Period of service
A	R10 000 – R14 999	Eight (8) months after completion of the course
B	R15 000 – R24 999	Twelve (12) months after completion of the course
C	R25 000 – R34 999	Eighteen (18) months after completion of the course
D	R35 000 – R59 999	Twenty-four (24) months after completion of the course
E	R60 000 and above	Thirty-six (36) months after completion of the course

12.7 Study Costs

For study costs below R10 000 employees will be liable to repay the total amount to the Municipality should they be unsuccessful in their studies.

12.8 Calculation of liability (Refund Costs)

12.8.1 The amount due as a liability in the event of the employee's failure to satisfy his/her service obligatory period shall be calculated as follows:

- a) **Amount due = Grant costs X months short of service**
Months of service required as per table A
- b) **For example:** *Employee X was granted training falling within the grant category C at the cost of R30 000. This employee was expected to work back a service period of eighteen (18) months after completion of the course, but he/she only served a period of one year (12 months).*
- c) *The amount due to Council in this regard will be calculated as follows:*

Grant costs	= 30 000	
Months short of service	= 6	
Months of service required	= 18	
Amount due	= <u>R30 000 X 6</u>	= R10 000
		18

Meaning that this employee only worked back half of the period expected of him/her.

13. Review period

13.1 This Policy shall be subjected to the review process after twelve months of its operation. It shall remain operational even in the review process.

13.2 The review process shall be deemed to have been concluded once Council approval shall have been obtained on any additions effected.

14. TRAINING COMMITTEE

14.1 A training committee is to be established to regulate and consult on all matters regarding training and development. The Training Committee shall consider and report on all training related matters and meet on a regular basis.

14.2 The main functions of the committee should be the following:

14.2.1 To advocate training and development within the municipality.

14.2.2 The determination and regular revision of the execution of the training and development policy.

14.2.3 Determination of training needs and priorities.

14.2.4 The evaluation of training and development Programmes.

14.2.5 The committee also must advise the Municipal Manager on a monthly basis on all training and development activities within the Municipality.



C DU PLESSIS
MUNICIPAL MANAGER

30 October 2018

DATE