EDUCATIONAL TRAINING AND DEVELOPMENT POLICY FOR EMNAMBITHI/LADYSMITH MUNICIPALITY

PREAMBLE

The principle aim of this policy is to provide clear guidelines and provide a framework for Training, Development and Education of the staff of Emnambithi/Ladysmith Municipality. Integration of training initiatives and alignment of the training strategy with the strategic plan and other Human Resources Policies is the key to a meaningful and successful implementation of the organisation’s training policy. This policy is aimed at achieving all this as well as to ensure the alignment of the Emnambithi/Ladysmith Municipality’s Training and Development Strategy with the National Development Strategy and other broad initiatives on training and development of staff in the organisation.

POLICY PROBLEMS

The core problems that this policy document seeks to address comprises of three related elements:

The fragmented approach to training and education in the organization resulting in the absence of accountability for ensuring that the staff is empowered and developed to take the challenges they are faced with.

The lack of strategic, need-base, outcome-based and competency-based approach to training, education and development, directly related to the developmental needs of Local Government Services as outlined in the IDP’s and other related policy education.

The inappropriate nature of the training and education that is provided by many external providers.

OBJECTIVES

A culture of lifelong learning
A skilled and empowered work force
Impact directed training
Competency based training and development
A decentralized approach to training and development initiatives.
Well co-ordinated and effectively monitored training and development.

MANDATES

The Emnambithi/Ladysmith Municipality’s Policy has been developed based on the following:
Management and employee needs in relation to performance management.
Skills Development Act
HRM Policies and guidelines of Emnambithi/Ladysmith Municipality.
Labour Relations Act
Employment Equity Act.
Municipal Systems and Structures Act.
Local Government Water and Related SETA.

DISCUSSIONS

The Emnambithi/Ladysmith Municipality’s Training, Development and Education Policy has been developed in accordance with the following learning principles:

ACCESS AND ENTITLEMENT TO TRAINING AND DEVELOPMENT

The Emnambithi/Ladysmith Municipality should create and make accessible on an ongoing basis meaningful opportunities for staff training, Education and Development.
NEEDS BASED TRAINING

For Training and Development Programme to have meaning and to assist the Emnambithi/Ladysmith Municipality in achieving its objectives, the programmes should be based on a detailed assessment of individual and municipal needs.

COMPETENCY BASED

Training should be aimed at developing the competencies required for effective job performance. For this reason, training should also be based on competencies required to perform various jobs and execute various functions within Emnambithi/Ladysmith Municipality.

ALIGNMENT OF STAFF TRAINING WITH THE ORGANISATION'S STRATEGIC PLAN

Staff Training and Development is central to the effective and successful implementation of the Emnambithi/Ladysmith Municipality's Strategic Plan. To achieve the Emnambithi/Ladysmith Municipality's objectives, training and development of staff should be aligned with the Emnambithi/Ladysmith Municipality's Strategic Plan and Business Plans of the various departments.

ADEQUATE FINANCIAL RESOURCES

Training and the Emnambithi/Ladysmith Municipality's objectives cannot be achieved without provision of an adequate training budget. A training budget should be an integral part of budgets of the sections and should be clearly reflected in the Emnambithi/Ladysmith Municipality's overall budget section and municipal needs. For this reason the training budget should be centralized, but the submission of training needs should be decentralized.

The main focus of the Training and Development sections should be to coordinate, monitor and periodically evaluate training as well as to provide an advisory and resource function throughout the Emnambithi/Ladysmith Municipality.

LEARNING PATHWAYS

To facilitate the development and progression of staff and their career paths within the Emnambithi/Ladysmith Municipality vertically and laterally.

LIFELONG LEARNING

Staff should be encouraged and presented with opportunities for lifelong learning and should be equipped with the necessary life skills.

LEARNING ORGANISATION

To address its clients' needs, the Emnambithi/Ladysmith Municipality needs to continuously identify and adapt to the changing needs of clients. This is not only vital for the Emnambithi/Ladysmith Municipality's continuous growth, but is equally important for the staff in the Emnambithi/Ladysmith Municipality.

EQUITY AND EMPOWERMENT

Training initiatives at Emnambithi/Ladysmith should be aligned with the broader plans and programmes. The previously disadvantaged group. For this reason, it is of vital importance that the Emnambithi/Ladysmith Municipality Training and Development Policy is aligned with the Emnambithi/Ladysmith Municipality’s Equity and Affirmative Action Policies as well as its Recruitment and Selection Policy.
CONSULTATION AND PARTICIPATION

Identification of training plans and the Development of Training and Development Programmes should be done in consultation with and participation of staff and other relevant stakeholders.

INFORMATION AND COMMUNICATION

To provide information on Training and Development opportunities to various Training and Development Programmes and training providers, a resource guide should be developed, maintained and be made accessible to staff. It should be continuously updated to meet client’s information needs.

EFFECTIVE DECISION AND DELIVERY

Training Programmes should be aligned with the National Qualification Framework to ensure their design as well as quality control.

MONITORING AND EVALUATION

Ongoing monitoring and periodic evaluation of Training and Development Programmes should be done to ensure that Training and Development of staff is in accordance with the training plans and that the desired impact and set objectives are achieved.

RESPONSIBILITIES

EMNAMBITHI/LADSMITH MUNICIPALITY

To establish an appropriate structure, system and process for implementation of this policy.

To provide the necessary infrastructure to support and sustain the implementation of this policy and training plans.

To provide a training budget and other resources necessary for implementation on this policy and the Training and Development Plans.

Maintain National Standards of Training and Development initiatives.

To provide opportunities and monitor progress on special projects for previously disadvantaged individuals.

MANAGER AS CHIEF EXECUTIVE OFFICER

Accountable for Training and Development of staff in the Emnambithi/Ladysmith Municipality.

Provide support necessary for effective implementation of this policy.

HEAD OF DEPARTMENT

Accountable for training of staff within their departments.

Development of career paths and job profiles within their departments.

Ensure the development and implementation of departmental training plans.

Prepare progress and evaluation reports on the implementation of departmental training plans.

Facilitate the development and implementation of plans for the personal development of staff.
Facilitate identification of accelerated development programme candidates as well as development and implementation of accelerated development programmes for staff with potential.

Identify mentors for Accelerated Development Programme (ADP) candidates.

Accountable for orientation and re-orientation of staff within their department.

Promote training of the previously disadvantaged individuals.

Determine Training and Development needs of personnel.

Develop and implement training plans.

Identify ADP candidates and develop ADP programmes.

Encourage and assist staff with the development of their Personal Development Programmes.

Prepare progress and evaluation reports on the implementation of Training Plans, Induction Programmes and ADP.

CHIEF PERSONNEL SERVICES (SKILLS DEVELOPMENT FACILITATOR)

Conduct needs analysis.

Co-ordinate and assist Heads of Departments in the development of training plans and the budget.

Evaluate all training initiatives.

Provide timely and structured induction of personnel.

Assist Heads of Departments in the consolidation of training report in functional, specialized and generic training programmes.

Assist individual employees and supervisors in the formulation of Personal Development Plans.

To develop Municipal Workplace Skills Plan.

To co-ordinate, monitor and evaluate training and development of staff throughout the Emnambithi/Ladysmith Municipality.

To provide an advisory and resource function to all staff members.

Conduct research and provide information on the latest trends on training and development of staff.

Co-ordinate, facilitate and monitor orientation and re-orientation of staff.

Ensure maintenance of National Standards on Training and Development.

Develop consolidated progress and evaluation reports on the implementation of training plans as well as utilization of the training budget.

Facilitate recognition of prior learning assessments.

INDIVIDUAL EMPLOYEES

Accept responsibility and take initiative for his/her training and development.
Develop with the assistance of the supervisors, personal development plans.

Participate in the evaluation of his/her training and implementation of their Personal Development Plans.

Identify and make use of opportunities for his/her training and development.

Gather relevant information and documentation to build a portfolio of evidence to benefit from RPL.

**TRAINING PROCESS**

**NEEDS ASSESSMENT**

All training and development interventions should be based on an objective and systematic needs assessment. The process must be linked with strategic plans and business plans.

Training needs assessment and development of training plans and budgets should be an integral part of Departmental and Municipal Business Plans.

Assessment of the individual training needs should be done on a continuous basis as part of individual performance assessment.

**COMPETENCY BASED APPROACH AND DEVELOPMENT**

For the purpose of this policy, competency requirements will be described as skills, knowledge and attitudes required to effectively perform various jobs within the Emnambithi/Ladysmith Municipality.

Each department and section should identify competencies required for each path to effectively perform various activities and execute various functions in the Emnambithi/Ladysmith Municipality and use these as the basis for needs assessment. These should also be used as a basis for job agreements.

Development of competency profiles for various jobs should be done through a consultative and participative process.

A competency based approach to training and education will be an integral part of the move towards a broader needs-based and outcome-based approach to the Emnambithi/Ladysmith Municipality’s training and development initiatives.

All departments and sections will be required to conduct job evaluations and/or re-evaluation of all posts, with the purpose of ensuring that they are expressed in terms of essential competencies required for effective job performance in the context of the activities to be performed as per business plans. This will include both job specific competencies and core transversal competencies.

**TRAINING PLANS**

Departmental and sectional training needs, once identified should be used to develop departmental and sectional training plans.

Development of departmental and sectional training plans should be done on an annual basis and should be an integral process of the development of the annual business (work) plans.

All training plans should be clearly budgeted for.

The context of the training plan should have objectives, course, provider, number of participants and time
ACCELERATED DEVELOPMENT PROGRAMMES

Accelerated Development Programmes should be developed for identified employees with potential with a view of fast tracking their development within the Emmambithi/Ladysmith Municipality. This should include:

- Affirmative Action appointees.
- Employees with outstanding performance.

Heads of Departments and section Heads should facilitate the identification of ADP candidates and ensure that AD Programmes are developed and implemented for all identified candidates.

AD Programmes should be developed in consultation with the candidate and the training and development section.

All ADP candidates should have a mentor allocated to them for the purpose of:

- Assisting with the development of the ADP.
- Monitoring the implementation of the ADP.
- Coaching and giving guidance to the employee.

SKILLS PLAN

The development of the Workplace Skills Plan is a requirement of the Skills Development Act.

The Municipal Skills Plan will be based on three level i.e. the organization, post (occupation class), and the individual:

ORGANISATIONAL LEVEL

An organizational analysis will be conducted to determine organizational needs based on the Emmambithi/Ladysmith Municipality’s long and short term objectives, and priorities, to ensure that training is targeted.

POST LEVEL

Job profiles will be developed for all posts. These will be used for the recruitment, career pathing and job evaluation process. The job profiles and workplans will also serve as the basis for the development of performance agreements. These will determine the skill and knowledge requirements. The skills audit will be conducted to determine the skill and knowledge requirements of the Emmambithi/Ladysmith Municipality. These will enable different departments and sections to develop individuals in line with the requirements of the post.

The Skills Plan for the Emmambithi/Ladysmith Municipality will inform the Workplace Skills Plan which will be submitted to the Local Government and Water SETA.

The Skills Plan and the individual personal development plans will guide all staff developmental initiatives.

ORIENTATION

Two (2) days orientation within the 1st month of appointment to be attended by all new staff members.

The first 6 months after appointment must constitute a lot of training for the staff members.
The other training needs will be dictated by Personal Development Plan.

RECOGNITION OF PRIOR LEARNING

The Emnambithi/Ladysmith Municipality, Department Corporate Services – Personnel Section will setup a training and development section with structures to assist employees to obtain better qualifications by RPL and their competencies.

Training and Development section will package unit standards into occupations and will assist employees to develop their standards.

ASSESSORS

Emnambithi/Ladysmith Municipality will ensure that there are accredited assessors in every section to determine training needs, assess impact of training.

Assessors will advise employees on training needs to be found competent on specific unit standards.

MODERATORS

The Emnambithi/Ladysmith Municipality will ensure that moderators are accredited to develop policies and to monitor the activities of the assessors.

The moderators will develop relevant assessment methods and will advise assessors on such methods to assess competencies of employees.

BUDGET

The Emnambithi/Ladysmith Municipality’s training budget should be no less than 2% of the wage bill.

TYPES OF TRAINING

Identification of training needs should be done in respect of both functional and generic training.

Development of training plans should take into consideration both “on the job” and “off the job” training. On the job training refers to training that takes place at work and is also experientially, “off the job” training refers to training where individuals are taken through a formal programme away from the job.

OUTSOURCING TRAINING

In cases where departments and sections use external training providers, the financial instructions have to be followed at all times.

MONITORING

Staff training and development should be monitored on a continuous basis for the purpose of assessing:

Progress on the implementation of training plans.
Utilisation of training budget.
Progress on the implementation of Personal Development Plans and Accelerated Development Programmes.
Effective implementation of ABET (Adult Basic Education and Training) Programmes.

17.1 TOOLS TO BE USED FOR MONITORING PURPOSES INCLUDE:

Annual training plans and budgets.
Periodic progress reports on implementation of training plans, ADP’s.
Effective implementation of ABET programmes.

Municipal and Developmental Training Plans should be prepared and submitted to the Skills Development Facilitator on a quarterly basis.

Personal Development Plans and Accelerated Development Programs should be reviewed on a quarterly basis as part of the quarterly assessment of the employee’s performance. Progress should be discussed between the employees and his/her supervisor.

TRAINING AUDIT

Ad-hoc training audits will be conducted by the Training and Development Section.

The purpose of the training audits will be to:

- Verify the integrity of training reports.
- Ensure the effective utilization of the training budget.
- Ensure co-ordination.

TRAINING COMMITTEE

The Training Committee will be established in line with the requirements of Skills Development Act.

Emnambithi/Ladysmith Municipality is using Local Labour Forum members to serve in the Training Committee.

For the smooth running of Training and Development Programmes, Heads of Departments will have to nominate departmental training Co-ordinators because of work involved.

TERMS OF REFERENCE : TRAINING COMMITTEE

In terms of the regulations on the Skills Development Act, a Training Committee must be established for organizations with 50 or more employees.

The committee will report to Emnambithi/Ladysmith Municipality management and the mission will be to:

- Facilitating training in accordance with the principles of competency based training to better the skill and knowledge of the employees of the Council.
- Enhance job security, job satisfaction and productivity of the employees by overseeing a framework of training provision that will meet individual and business objectives.

COMPOSITION OF THE TRAINING COMMITTEE

- Representatives from every department on an adhoc basis (Departmental Co-ordinators). (with no voting powers)
- Representatives from Management (Heads of Departments).
- Representatives from Human Resource Services and Skills Development Facilitator (Personnel Services).
- Representatives from Councillors.
- Representatives from organized labour.
THE TRAINING COMMITTEE’S ROLE WILL BE:

By consensus make training related decisions on behalf of the HR Section which are binding on the Management of the Council.

To make recommendations on other matters which impact on training to management.

MANDATE OF THE TRAINING COMMITTEE

Prioritize training in accordance with the training budget available.

Oversee the implementation of Training Programme for staff in a co-ordinated manner within the sector context.

Link training to the Employment Equity Plan of Emnambithi/Ladysmith Municipality.

Set targets for training to reach strategic objectives.

Monitor the implementation of Training Programmes.

Measure the impact of training on the section and individual.

ESSENTIAL EMBEDDED KNOWLEDGE

In order for the Training Committee to function for optimal delivery, members should be in possession of the following essential embedded knowledge:

- Skills Development Act.
- Skills Levy Act.
- SAQA Act
- Employment Equity Act
- Sectoral Training Objectives
- Learnerships
- Strategic objectives of Emnambithi/Ladysmith Municipality.

RESOURCES

The Council will provide support services required for the purpose of this committee e.g. venue, stationery, committee services (minutes, reports etc.).

The Training Committee has the power to co-opt specialists in different sections to assist with the functions of the Training Committee.

AUTHORITY

The Training Committee will be a sub-committee of the Executive Committee and will report to all Executive meetings.

The representatives on the Training Committee shall have the authority to make decisions on training.

The Training Committee with authorize the Workplace Skills Plan that must be submitted to the relevant SETA.

DISPUTE RESOLUTION MECHANISM

The Training Committee has the final decision on the Workplace Skills Plan.
Should conflict arise on the Workplace Skills Plan between an employee and his/her Head of Department, the Training Committee has the final decision.

Should the dispute not be resolved with the Training Committee the internal grievance procedure must be followed.

Should the outcome of the Grievance Procedure not be accepted, a dispute must be declared.

After the declaration of a dispute, the normal procedure of conciliation at the Bargaining Council and Arbitration at the CCMA must be followed.

The award made by the CCMA will be binding on both parties.

REVIEW

The Training Committee will meet monthly to monitor the implementation of the Training Plan; to amend the Training Plan if necessary and to determine the impact of training, the composition and functioning of the Training Committee will be reviewed annually.

20. FUNCTIONS OF THE TRAINING COMMITTEE

Assist with the development of Workplace Skills Plan.

Implement the Skills Plan

Compile job profiles

Inform all staff on the development of the Skills Plan

Facilitate the appointment of service provider

Verify job profiles with Heads of Departments

Monitor development of PDP’s

Report progress regarding the implementation of the Skills Plan

Establish database for accredited training providers at local level

Monitor effectiveness of training

Monitor allocation of training budget.

21. EVALUATION

Periodic evaluations will be done to assess the impact and effectiveness of various Training and Development Programmes.

(a) The evaluations concerns should be:

- The effectiveness of Training and Development Programmes in addressing training needs.

- Efficiency of Training and Development Programmes.

- Relevant of the Training and Development Programmes.
Periods of evaluation of Training and Development Programmes will vary from one programme to the other depending on the nature and desired impact on the Training Programme.

Time Frames for evaluation of various training programmes should therefore be included in the Training Plans.

A consolidated report on the evaluation of departmental and sectional training plans should be an integral part of departmental and municipal annual evaluation reports.

The training and development section should develop an annual consolidated municipal training evaluation report.

**CONTRACTUAL BINDING**

All employees will be required to enter into a contract with the Emnambithi/Ladysmith Municipality in terms of which they will serve an appropriate amount of time with Emnambithi/Ladysmith Municipality as a precondition for providing assistance.

All employees will be contractually bound to serve the Emnambithi/Ladysmith Municipality for the period equal to the amount spent on training. The following will apply:

For short courses (1 week to 12 months) that amounts to R15000-00 or less. The official will serve the Emnambithi/Ladysmith Municipality for a period of one year or less depending.

If an employee fail to attend a course/s without providing a valid reason which he/she can prove, he/she will be required to pay an amount equal to the cost of the course. The amount will be payable in line with internal procedures of financial management.

At the end of the training employee will be expected to submit a certified copy (by SAPS) to his Departmental Head, who will in return pass it to the finance department.

Should an employee fail his/her course/training he/she will be allowed one chance to make an attempt at his/her cost, should he/she fail again employee will be expected to pay such monies to the Council including study leave days. This also applies to bursaries and study loan schemes.

**REGISTRATION OF EMNAMBITHI/LADYSMITH AS AN ACCREDITED TRAINING CENTRE**

The Council in principle approved the abovementioned. The aim being only to take care of education, training and development of Emnambithi/Ladysmith Municipality, this include sister Municipalities and community of Ladysmith.
ETRAINING AND DEVELOPMENT POLICY FOR EMNAMBI THI/LADYSMITH MUNICIPALITY