

---

# **ELIAS MOTSOLEDI LOCAL MUNICIPALITY-MASEPALA WA SELEGAE**



## **MUNICIPAL TRAINING AND SKILLS DEVELOPMENT POLICY**

**MUNICIPAL COUNCIL RESOLUTION NUMBER**

**C21/22-87**

**APPROVED AT THE COUNCIL MEETING OF 30 JUNE 2022**

## TABLE OF CONTENTS

NO	CONTENTS	PAGE
1.	Definitions	3
2.	Preamble	3
3.	Purpose	3
4.	Legal framework	3
5.	Scope and Application	4
6.	Objectives of the Policy	4
7.	Skills development planning	5
8.	Implementing skills development	8
9	Reviewing skills development	9
10	Payment for skills development programmes	9
11	Implementation and monitoring of the policy	10
12.	Communication	10
13.	Policy review	10
14.	Budget and resources	10
15.	Roles and responsibilities	10
16.	Non-compliance	11
17.	Dispute resolution	11
18	Effective Date	11
19	Signatories	11

## **1. DEFINITIONS**

All terminology used in this policy shall bear the same meaning as in the applicable legislation unless definition below states otherwise:

- 1.1. “ATR” means Annual Training Report;
- 1.2. “Competency” means the skills, knowledge, experience and qualifications that are required to perform effectively;
- 1.3. “Costs associated with learning programme” means costs incurred by the municipality pursuant to the learning programme including costs of a specific module or subject of the learning programme, travel and accommodation costs and any cost incidental thereto the learning programme;
- 1.4. “LGSETA” means the Local Government Sector Education and Training Authority established in terms of Section 9 of the Skills Development Act 97 of 1998;
- 1.5. “Municipality” means Elias Motsoaledi Local Municipality;
- 1.6. “Skills audit” means the process of measuring whether a staff member has the necessary background, skills, knowledge and competencies to perform effectively within a particular post;
- 1.7. “Staff or staff member” means an employee of the Elias Motsoaledi Local Municipality;
- 1.8. Structured learning programme refers to a short or long credit or non-credit training programme that may include learnership, apprenticeship or a tertiary level programme at undergraduate or postgraduate level;
- 1.9. “WSP” means workplace skills plan).
- 1.10. Words importing the masculine gender shall include the feminine, and *vice versa*.

## **2. PREAMBLE**

- 2.1. To inform training and skills development aligned to the Municipality’s goals, objectives and relevant prescripts; and
- 2.2. To give effect to the spirit, purport and objects of the Local Government: Municipal Staff Regulations of 20 September 2021.

## **3. PURPOSE**

- 3.1. The purpose of this Training and Skills Development Policy is to provide a framework for implementing -
  - (i) objectives of Section 195(1)(i) of the Constitution of the Republic of South, 1996;
  - (ii) purpose of the National Skills Development strategy; Skills Development Act 97 of 1998; Skills Development Levies Act 9 of 1999
  - (iii) Local Government: Municipal Staff Regulations of 20 September 2021; and
  - (iv) monitoring Affirmative Action measures, promoting fairness and equal opportunity.

## **4. LEGAL FRAMEWORK**

- 4.1. The Municipal Training and Skills Development Policy is mandated and informed by the following legislations and sources:

- Constitution of the Republic of South Africa, 1996: Chapter 2 entails the Bill of Rights (BoR), Section 9 is entitled “Equality” thereby lays down that everyone is equal before the law and has the right to equal protection and benefit of the law;
- Employment Equity Act 55 of 1998;
- Labour Relations Act 66 of 1995;
- Basic Conditions of Employment Act 75 of 1997;
- Protection of Personal Information Act 4 of 2013;
- Promotion of Equality and Prevention of unfair Discrimination Act 4 of 2000;
- Occupational Health and Safety Act 85 of 1993;
- Local Government: Municipal Systems Act 32 of 2000;
- Local Government: Municipal Structures Act 117 of 1998;
- Local Government: Municipal Finance Management Act 56 of 2003;
- Skills Development Act 97 of 1998;
- Skills Development Levies Act 9 of 1999;
- South African Qualifications Authority Act 58 of 1995;
- Local Government: Municipal Staff Regulations of 20 September of 2021;
- All relevant collective agreement;
- National Skills Development Strategy; and
- National Qualifications Framework.

## **5. SCOPE AND APPLICATION**

5.1. This Policy applies to:

- All employees of the Municipality including senior managers;
- Learners in cases of learnership programmes for students who are not employees; and
- Interns where applicable

## **6. OBJECTIVES OF THE POLICY**

6.1 Skills development must—

6.1.1. support the achievement of the municipality’s goals set out in the Integrated Development Plan by providing critical skills that ensure the delivery of quality services;

6.1.2. promote the development and retention of competent municipal staff, including the development of technical, professional and specialist staff who have the required qualifications and skills;

6.1.3. support the employment equity objectives of a municipality;

6.1.4. be based on high quality provision and effective workplace learning and development practices, including coaching, mentoring, on-the-job learning and opportunities for the practical application of skills in the workplace;

6.1.5. seek to continuously improve its results and the returns on learning investments, by defining measures of success, conducting regular evaluations and improving the impact of learning, training and development; and

6.1.6. be designed to support and reinforce other capacity-building programmes in municipalities.

- 6.1.7. A staff member must take responsibility for his or her development and own career growth.
- 6.2. A municipality must support its staff members by—
  - 6.2.1. clarifying the skills required for jobs, identifying relevant skills needs and developing opportunities to satisfy the skills needs;
  - 6.2.2. identifying new skills and knowledge required by staff to support their career growth and progression;
  - 6.2.3. creating learning opportunities which will allow their staff to develop the skills and expertise to enable them to compete effectively for placement in new or vacant posts; and
  - 6.2.4. ensuring that skills development is a KPA in senior managers and supervisors performance agreements. This is aimed at promoting career development through consultations with staff members.
  - 6.2.5. The skills development process involves planning, skills assessment, implementation and review.

## **7. SKILLS DEVELOPMENT PLANNING**

### **7.1 Alignment to strategic planning cycles**

- 7.1.1. The determination of municipal skills needs, priorities and budgets must be—
  - 7.1.1.1 developed once every five years at the commencement of the Integrated Development Planning process and may be reviewed annually thereafter; and
  - 7.1.1.2. aligned to the strategic planning cycles associated with the—
    - 7.1.1.2.1. integrated development plan;
    - 7.1.1.2.2. municipal budget;
    - 7.1.1.2.3. human resource planning; and
    - 7.1.1.2.4. performance management cycle.

### **7.2 Determination of skills needs**

- 7.2.1. Skills needs in municipalities must be determined by conducting—
  - 7.2.1.1. skills needs analysis, in which the municipality must identify skills needs at municipal and department levels based on critical roles, job categories and associated competencies; and
  - 7.2.1.2. a staff skills audit, which must identify skills needs for each staff member based on specific competency needs associated with current roles and future career aspirations.

### **7.3 Skills needs analysis**

- 7.3.1. Every municipality must conduct skills needs analysis that analyses the municipality's skills needs and assesses the skills constraints on service delivery in the municipality as a whole and in each department or function.
- 7.3.2. The skills need analysis must identify the priority skills needs, which if effectively developed, will have a marked impact on the municipality's performance.

7.3.3. The process of identifying the skills needs must—

7.3.3.1. be guided by the critical and scarce skills lists for the sector published by the Minister for Higher Education and Training and the Local Government: Competency Framework for Occupational Streams as contained in Annexure A;

7.3.3.2. take into account the related institutional capacity needs and workplace skills plan of the municipality; and cover all major roles in the municipality, including—

7.3.3.2 .1. management and leadership;

7.3.3.2.2. technical, specialist, professional and administrative roles; and

7.3.3.2.3 specified priority skills needs.

7.3.4. The skills needs analysis must be based on—

7.3.4.1 a strategic evaluation of skills needs that have constrained the service delivery and performance of the municipality and each of its departments or functions in the current year;

7.3.4.2 a review of community feedback information and an assessment as to whether a lack of skills has contributed to the shortcomings in respect of servicedelivery;

7.3.4.3 a review of the effectiveness of the implementation of previous priority skills development programmes and interventions; and

7.3.4.4 an analysis of individual staff member personal development plans to identify common skills needs across job categories.

## **7.2 Staff skills audit**

7.2.1. A municipality must conduct a skills analysis using programmes or systems determined by the Minister responsible for Higher Education, Science and Innovation to ascertain the skills needs of staff members in respect of their current roles.

7.2.2. Skills audit may comprise—

7.2.2.1. biographical audits, which includes information on the educational qualifications and experience of the staff member;

7.2.2.2. perception based assessments; and

7.2.2.3. evidence based assessments, including assessments using psychometric instruments.

7.2.3. Skills audit must be conducted once every five-years within 24 months from the election of the new council of a municipality.

## **7.3 Recognition of prior learning assessment**

7.3.1. A recognition of prior learning assessment determines a staff member's skills and knowledge acquired through formal or informal training conducted by industry or educational institutions, work experience and on-the-job training.

7.3.2. Recognition of prior learning assessment must be conducted—

7.3.2.1. by service providers that are accredited by the relevant Education and

- Training Quality Assurance Body; and
- 7.3.2.2. in line with the provisions of the National Qualifications Framework established in terms of the National Qualifications Framework Act, 2008 (Act No.67 of 2008).

#### **7.4 Personal development plans**

- 7.4.1. Every staff member must have a personal development plan that sets out the strategies to—
- 7.4.1.1. address the staff member's development needs and specific skills to be developed for their current roles arising from the skills audit, as well as the learning interventions required to build these skills; and
- 7.4.1.2. develop new skills and provide exposure to new areas of work, which are aligned to the municipality's strategic objectives.
- 7.4.2. The personal development plan must take into account the skills audit and the requirements of the performance management system.
- 7.4.3. A staff member may only undergo training that is —
- (a) contained in personal development plan or
  - (b) approved by the municipal manager or his or her delegate

#### **7.5 Workplace skills plan**

- 7.5.1. A municipality must, develop a workplace skills plan arising from the outcomes of institutional skills needs analysis and the individual skills audits.
- 7.5.2. The workplace skills plan must include—
- 7.5.2.1 The priority skills needs for the municipality and each department or function;
- 7.5.2.2 The associated interventions that the municipality intends conducting; and
- 7.5.2.3 An aggregation of the learning and development initiatives from staff personal development plans.
- 7.5.3. The workplace skills plan must be included in the municipality's integrated development plan.
- 7.5.4. A municipality must submit a completed workplace skills plan to the LGSETA on 30 April of each year.
- 7.5.5. The municipality needs to consider development of staff members according to the municipality's requirements within the available budgeted funds by including targets for the training of staff members per occupational category and of specific staff members, to meet the training needs of historically disadvantaged persons.

#### **7.6 Budgeting for skills development**

- 7.6.1. A municipality must establish a skills development budget that provides funding for training and development identified in the workplace skills plan.
- 7.6.2. Funding for training and development of staff will derive from—

- 7.6.2.1. A municipality's own training budget;
- 7.6.2.2. The skills development levies as prescribed in terms of Skills Development Levies Act 9 of 1999;
- 7.6.2.3. Discretionary and mandatory grants received from LGSETA; and
- 7.6.2.4. Provincial and national government capacity building grants.

## **8. IMPLEMENTING SKILLS DEVELOPMENT**

### **8.1 Types of skills development programmes**

- 8.1.1. A municipality must focus on developing priority skills through—
  - 8.1.1.1. structured learning programmes, which may include learnerships, apprenticeships, technicians-in-training programmes and graduates-in-training programmes.
  - 8.1.1.2. structured on-the-job learning and development, which may include—
    - 8.1.1.2.1. professional coaching of staff members by an external or internal expert coach, where such capacity exists;
    - 8.1.1.2.2. coaching of staff by supervisors, including guiding a staff member to develop new skills;
    - 8.1.1.2.3. mentoring staff to acquire technical, professional or specialist skills, which may include structured mentorship programmes;
    - 8.1.1.2.4. the creation of work exposure opportunities that may accelerate learning and or skills development, including—
      - (a) allocating staff members to a specific project;
      - (b) seconding a staff member to another department or work area to increase the staff member's exposure to other work processes and systems;
      - (c) increasing the responsibilities allocated to a staff member;
      - (d) rotating staff through the full range of activities of a particular process or department; and
      - (e) work shadowing, where a staff member is given the opportunity to observe a more senior professional or manager at work, enabling the staff member to understand more complex and challenging roles in a structured and secure manner; and professional development programmes.
      - (f) Adult basic education and training (ABET) assist to build on the basic numeric, literacy and life skills of employees.
      - (g) The municipality shall encourage and ensure that employees attend to job related courses that are offered both externally or/ and internally.

### **8.2 Obligations of municipality**

- 8.2.1. Supervisors must ensure the development of employees through re-allocation, rotation and secondment of staff members across functions within a municipality with due regard to service delivery requirements, where applicable.



8.2.2. The municipality must ensure the effective management of the quality of learning delivery, especially that which is provided by the external training providers.

8.2.3. Supervisors must be encouraged to gain coaching skills, and should actively coach and support the development of staff members who report to them.

8.2.4. The municipality should prioritise the appointment of staff mentors who are experts in their fields to support structured skills transfers in order to achieve the required specialist and technical skills in respect of priority roles.

8.2.5. The municipality should encourage its employees to register with relevant professional bodies.

## **9. REVIEWING SKILLS DEVELOPMENT**

### **9.1 Evaluating skills development quality and impact**

9.1.1. A municipality must—

9.1.1.2. conduct regular evaluations of the workplace skills plan and personal development plans as well as their implementation; and adjust its learning programmes to improve its effectiveness, including the impact on reducing the skills constraint on service delivery.

9.1.1.3. A municipality must ensure that—

9.1.1.3.1. every supervisor annually report on progress on implementing staff personal development plans and the other programmes contained in the workplace skills plan;

9.1.1.3.2. the effect of implementing personal development plans for staff is evaluated; evaluations, using standard benchmarks determined by the Minister, respond to priority learning programmes and contribute to the development of skills which result in improved performance and service delivery; and

9.1.1.3.3. Regular skills development reports and evaluation results are integrated into the wider capacity building initiatives within the municipality; and reported to the relevant provincial and national capacity building structures.

## **10. PAYMENT FOR SKILLS DEVELOPMENT PROGRAMMES**

### **10.1 Conditions of payment**

10.1.1. The Municipality agrees to pay the full amount for, or part of, a staff member's learning programme and for reasonable travel and accommodation expenses on receipt of official proof of the structured learning programme in terms of this Municipal Training and Skills Development Policy. The travel and accommodation expenses shall be paid in terms of the applicable Subsistence and Travel Policy of the Municipality.

10.1.2. Where the Municipality agrees to pay for a learning programme, it must require the staff member to work for the municipality for a reasonable period equals to the period of the learning programme after the completion of the learning programme, failing which the staff member must pay back the costs, or part of the costs, associated with the learning programme.

10.1.3. Despite the above mentioned, if a staff member fails to attend for any reason or fails to write examination for any reason or fails a learning programme for any reason, the municipality must recover the costs associated with the learning programme after complying with section 34 of the Basic Conditions of Employment Act.

10.1.4. A staff member bears the responsibility to submit, on a regular basis, activities of the learning programme including time tables, duration of the learning programme, proof of attendance, examination results or any relevant document to enable the municipality monitor a staff member's progress and report about same to relevant structures of the municipality as and when required.

10.1.5 A staff member further consents that his or her learning programme information shall be disclosed in the relevant municipal reports and to any relevant structure of the municipality as and when required.

10.1.6. The policy stipulations in the above respects shall apply to staff members whose learning programmes were financed by the municipality at the time when this policy comes into operation.

10.1.7. The Municipality further agrees to pay the professional bodies fee with which its employees including senior managers are affiliated to. Payment shall be upon receipt of proof of membership and profoma-invoice and/or quotation from the relevant professional body.

## **11. IMPLEMENTATION AND MONITORING OF THE POLICY**

11.1. This policy would be implemented and monitored by the Municipal Manager.

## **12. COMMUNICATION**

12.1. This policy will be communicated to all employees using the full range of communication methods available to the Municipality.

## **13. POLICY REVIEW**

13.1. This policy shall be reviewed as and when necessary.

## **14. BUDGET AND RESOURCES**

14.1. The financial and resource implications related to the implementation of this policy should be qualified and quantified by Budget and Treasury Office working together with the Human Resources Management and Development Unit.

## **15. ROLES AND RESPONSIBILITIES**

15.1. The Municipal Manager accepts overall responsibility for the implementation and monitoring of the policy;

15.2. Departmental Heads are responsible for the training and development of employees by identifying development gaps and formulating appropriate strategies to close the gaps, within the overall strategic objectives of the Municipality;

- 15.3. Human Resource Management and Development Unit shall conduct skills audit and prepare a workplace skills plan (WSP) that include both developmental and technical skill priorities drawn from service delivery targets. The WSP shall be implemented, monitored and evaluated. HRM&D shall appoint or assign one (1) or more Skills Development Facilitators (SDFs) for this purpose;
- 15.4. A Training and Development Committee shall be established and constituted on the discretion of the Municipal Manager, on the recommendation of the Manager Human Resources, to:
- 15.4.1. Assist with the development of the WSP and ATR;
- 15.4.2. Communication of training and development programmes;
- 15.4.3. Liaison with the CFO for training budget allocations;
- 15.4.4. Report on progress regarding the implementation of the WSP; and
- 15.4.5. Meet on as and when required basis to discuss and report ongoing skills planning issues.

## **16. NON-COMPLIANCE**

16.1. Non-compliance to any of the stipulations contained in this policy will be regarded as misconduct, which will be dealt with in terms of the Disciplinary Code.

## **17. DISPUTE RESOLUTION**

17.1. If there is a dispute about the interpretation or application of this Policy, the disputant or aggrieved party shall refer the dispute or grievance to:

- 17.1.1. employer, in terms of the applicable Grievance Procedure;
- 17.1.2. South African Local Government Bargaining Council, if the dispute falls within its jurisdiction, CCMA, if the dispute falls within its jurisdiction, for conciliation;
- 17.1.3. arbitration, if the dispute remains unresolved with parties to the dispute consenting to arbitration; and
- 17.1.4. competent court(s) in terms of the applicable laws of the Republic of South

## **18. EFFECTIVE DATE**

18.1. This reviewed Policy shall come into operation with effect from the 1st of July 2022.

## **19 SIGNATORIES**

---

Municipal Manager

Mr MM Kgwale

---

Date

---

The Mayor

Cllr. MD Tladi

---

Date