



HUMAN RESOURCE POLICY SKILLS DEVELOPMENT

Policy No: NLMHRED009	Effective Date: 01 April 2008
Approved:	Review Date: 01 April 2009

Notwithstanding the review date herein, this policy shall remain effective until such time approved otherwise by Council and may be reviewed on an earlier date if necessary, subject to Labour Law Dispensation or operational requirements.

1. SCOPE

This policy is applicable to all permanent and section 57 employees of Ngwathe. This policy should, where applicable, be read with the Employment Equity, Black Economic Empowerment and Recruitment policies.

2. PREAMBLE

2.1 Training and development interventions will be aimed at providing Ngwathe employees especially people from all designated groups as per the Employment Equity and Skills Development Acts with the necessary competencies required to meaningfully contribute to the continued efficacy of the Municipality at all levels. Training will be proactive, continuous and cyclical in order to facilitate a culture of life long learning.

All training will be systematically planned, recorded, evaluated and based upon carefully identified requirements to ensure that maximum benefit is obtained from the allocated training resources.

2.2 The policy aims amongst others:

2.2.1 To ensure that a comprehensive and relevant Skills Development policy framework is in line with Ngwathe's mission and vision.

2.2.2 To serve as an effective guideline in the education, training and development of employees.

2.2.3 To ensure compliance with the requirements of the relevant education, training and development legislation.

2.2.4 To empower individuals through education, training and development.

2.2.5 To promote Ngwathe's Employment Equity objectives i.e. addressing inequality, a proactive development tool to overcome barriers to equal opportunity, in process to eliminate discrimination and a means to increase opportunities for formally disadvantaged groups.

2.3 The following categories of training and development interventions may be provided:

2.3.1 Job Content Training (“Must do”): Training courses will first and foremost be directed at equipping employees with the competencies required to execute their job functions effectively and efficiently. Such courses will be aimed at maintaining existing skills, meeting operational requirements, developing the technical expertise and associated skills required to meet both the immediate and expected future needs of Ngwathe.

2.3.2 Career Development Training (“Should do”): In an effort to develop employees from within Ngwathe and ensure that a sufficient number of competent people are available to fill positions as vacancies occur, Ngwathe is committed to career development training. Ngwathe recognises that high level skills are currently in short supply in the South African labour market, and that Ngwathe may not be able to recruit the competencies required from the market as and when needed. Ngwathe therefore has to implement training initiatives directed at developing these competencies from within its current workforce in an effort to ensure that internal succession can be affected. Career advancement training initiatives will be planned around the Ngwathe succession requirements and strategic growth objectives. It must be understood that the aim of career planning is not to lay out a guaranteed career plan for an individual, but to provide a sequence of development opportunities that will enable employees to acquire the competencies that are prerequisites to advancement in terms of the defined career paths and job profiles.

2.3.3 Personal Development Training: The aim of this training is to help staff to meet personal goals through training interventions. This type of training will only make out a small part of the training and development plan.

2.4 In particular the skills development and training policy is guided by the following principles:

2.4.1 All training and development initiatives will be focussed on properly identified training needs. To this end managers will be required to identify and record the training needs of their staff on an annual basis using the Individual Development Plan (IDP). When identifying training needs, managers will have to determine the competencies their staff require in order to meet the current and future operational requirements of the employee's job function, in the department in which they work, as well as the strategic objectives of Ngwathe and the individual employee's career aspirations. Managers will be provided with the following information to assist them in identifying the training needs of the staff:

- Job Descriptions;
- Ngwathe strategic objectives
- Training history of employees

2.4.2 A functional analysis is the position and competencies which are required to successfully perform the functions of the position that are being analysed and not the employee.

- 2.4.2.1 Review the Job Description and identify the competencies that will be required to meet the objectives.
 - 2.4.2.2 Determine the departmental objectives and identify the competencies that will be required to meet the objectives.
- 2.4.3 Having completed a sound analysis of the current and future competencies required, the manager must now assess their employees against these in order to establish gaps and identify training needs.
- 2.4.4 Each employee is reviewed against the required competencies as identified in the functional analysis and the gaps are identified.
- 2.4.4.1 Determine the individual employee's career aspirations and objectives and evaluate these in terms of departmental and Ngwathe's succession requirements.
 - 2.4.4.2 Identify competencies that will support progression in terms of agreed Individual Development Plans
- 2.4.5 Complete an Individual Development Plan for each employee as identified by the competency gap analysis.
- 2.4.6 Complete a departmental Training and Development Plan, listing the training needs as identified by the Individual Development Plan (IDP).

2.4.7 All Departmental Training and Development Plans must be submitted to the Municipality Manager for authorisation no later than _____ each year.

3. WORKPLACE SKILLS PLAN

3.1 The Departmental Training and Development Plans will form the basis of Ngwathe's Workplace Skills Plan.

3.2 The authorised Departmental Training and Development Plans must be submitted to the _____ committee by no later than _____ of each year.

3.3 The _____ committee will review the Departmental Training Plans and ensure that they are in line with Ngwathe's objectives and priorities.

3.4 The Skills Development Facilitator who will be appointed by the Director Corporate Services will either be in the employ of Ngwathe or a formally contracted person from outside Ngwathe, who will perform the functions of a Skills Development Facilitator, in terms of the Skills Development and Skills Levies Act.

3.5 The Skills Development Facilitator will integrate the various Departmental Training and Development Plans into the Workplace Skills Plan.

3.6 The finalised Workplace Skills Plan must be submitted to the _____ committee for authorisation.

3.7 Once the Workplace Skills Plan has been signed off, the Workplace Skills Plan must be submitted to the SETA by no later than 30 June of each year.

3.8 The SETA will assess and approve Ngwathe's Workplace Skills Plan.

4 SCHEDULING OF TRAINING INTERVENTIONS

4.1 The Human Resource Manager will primarily be responsible for the sourcing and scheduling of all training interventions as identified in the Workplace Skills Plan. This will be done in consultation with the departmental managers to ensure, as far as reasonably possible, that all training scheduled meets the needs and expectations of both the employee and Ngwathe.

4.2 Managers and employees will be informed by the Human Resource Manager of the dates, time and duration of all training.

4.3 Managers are required to ensure that employees are available to attend training as scheduled. Should attendance be impossible due to reasons outside the manager's and employee's control, the Human Resource Manager must be notified as soon as possible, in order for the training to be cancelled timeously and costs to be defrayed and alternative arrangements to be made.

5 TRAINING ADMINISTRATION

- 5.1 Before any training course may be attended, the employee who is to receive training must first complete a Training Application Form.
- 5.2 Once the employee has completed the Training Application Form, the employee must submit the completed form to his / her manager for authorisation.
- 5.3 The fully completed and duly authorised form must then be forwarded to the Municipal Manager and the Director: Corporate Services for authorisation.
- 5.4 Once the Training Application Form has been authorised by the Municipal Manager and the Director: Corporate Services, the Career Development Form must be submitted to the Human Resource Manager for scheduling.
- 5.5 On completion of the training programme / qualification the employee is required to submit:
 - ◆ a copy of the course certificate;
 - ◆ Training and Development Value on Investment Assessment Form
- 5.6 The Human Resource Manager will maintain comprehensive records of all training, including:
 - ◆ Completed Training Application Forms
 - ◆ Invoices;

- ◆ Proof of Payment;
- ◆ Copies of Certificates;
- ◆ Completed Training Evaluation Forms

7. STAKEHOLDER ANALYSIS

Role	Responsibility
Municipal Manager/ Director Corporate Services (subject to its delegations if any)	
Council	
Line Manager	
Employees	
Human Resources	
Skills Development Facilitator	
Labour Representatives	

TIME FRAMES

The following times frames should serve as a guideline for:

ACTIVITY	RESPONSIBILITY	TIME
Monitoring of progress against plan	Employment Equity and Training Committee and Skills Development Facilitator	Quarterly
Preparation of Annual Training Report	Skills Development Facilitator	May
Preparation of Workplace Skills Plan	Skills Development Facilitator	November
Sign off of Workplace Skills Plan	Employment Equity and Training Committee and Skills Development Facilitator	June
Submission of Workplace Skills Plan	Skills Development Facilitator	30 June

6. AUTHORITY

Formulation Policy	:	Municipal Manager
Authorisation Policy	:	Council
Ownership and Maintenance Manager	:	Director Corporate Services

APPENDIX A

INDIVIDUAL DEVELOPMENT PLAN (IDP)

POSITION TITLE: _____

INCUMBENT NAME: _____

TIME PERIOD: _____

Guidelines:

1. Write down specific development areas – focus on no more than 3 specific areas.
2. Determine the objectives of each development area and classify as “must do”, “should do” or “could do” training.
3. Select the appropriate method of intervention.
4. Set goals that meet the objectives.
5. For each goal determine how the progress will be measured.
6. Establish a timetable.

DEVELOPMENT AREAS	OBJECTIVES	MUST DO (Must do” training to maintain existing skills and meet operational requirements)	SHOULD DO (Should do” training to develop employees careers and to meet companies strategic growth objectives)	COULD DO (Could do” or “nice to have” training to meet staff’s personal goals)
1.				
2.				
3.				

INTERVENTIONS

TRAINING COURSES	Goals	Progress measurement	Timeframe

FORMAL STUDIES	Goals	Progress measurement	Timeframe

COACHING	Goals	Progress measurement	Timeframe

READING BOOKS/ARTICLES/MANUALS	Goals	Progress measurement	Timeframe

LEARNING FROM OTHERS	Goals	Progress measurement	Timeframe

OBSERVING (observe individual who possesses desired competence)	Goals	Progress measurement	Timeframe

RESEARCH	Goals	Progress measurement	Timeframe

ON THE JOB OPPORUNITIES	Goals	Progress measurement	Timeframe

OTHER	Goals	Progress measurement	Timeframe

Manager Signature

Date

Employee Signature

Date

HRM Office Signature

Date

APPENDIX B

CAREER DEVELOPMENT APPLICATION FORM

(Attendance at Seminars, Conferences, Exhibitions and Workshops)

1. DELEGATE INFORMATION			
Name	Position	Department	Ext

2. DETAILS OF EVENT/COURSE/SEMINAR/CONFERENCE				
Title of event:				
Presented by:				
Cost of event:				
Duration:	From:		To:	
Venue:				
Content of event: (Please tick)	Information Technology	Management/Leadership Development	Professional	Finance
	Secretarial/ Administration	Computer Literacy	Other	

3. DEPARTMENTAL INFORMATION	
Department:	
Manager:	

4. MOTIVATION FOR ATTENDANCE (e.g. Relevance to the employees career path or development)

5. OBJECTIVES SET BY MANAGER (e.g. You must be able “to do” the following)

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5. SIGNATURES:

Employee:

Date:

6. APPROVAL

Line Manager	Division	Date
Municipal Manager		
Director: Corporate Services		
Skills Development Facilitator		

Please attach any seminar/conference/exhibition/workshop brochure or material.