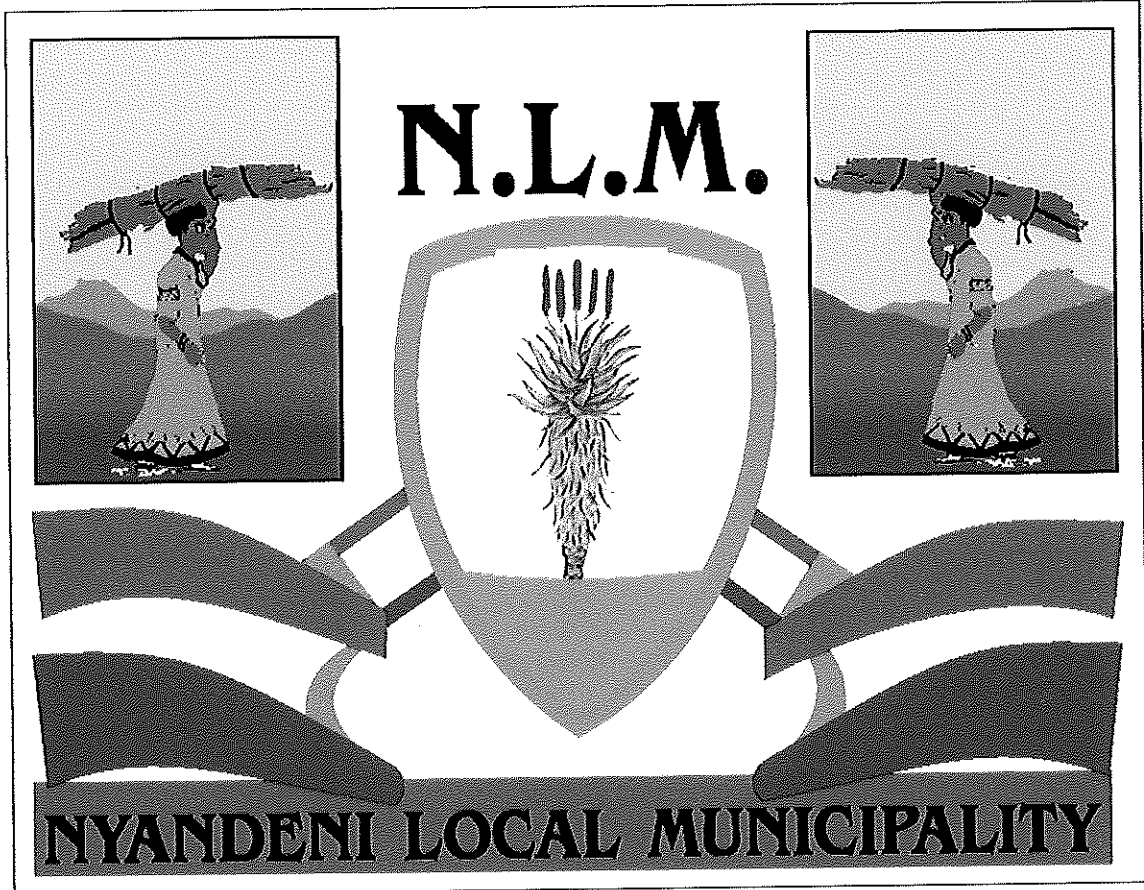



HUMAN RESOURCE DEVELOPMENT POLICY




APPROVED BY:


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DATE: 29 July 2013

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DATE: 29 July 2013

1. PREAMBLE

The establishment of a solid base at local municipal level forms the basis for effective and efficient service delivery to the communities. The purpose of this document is to outline a structured approach for the municipality for the development of its human resources in the applicable legislation.

2. DEFINITIONS

“Abet” means Adult Basic Education and Training

“Councilors” means the Councilors of the Nyandeni Local Government

“Formal training not at workplace” means a training programme (course) provided by an external training service provider

“Skills Development Facilitator” means the employee appointed in terms of the Skills Development Act

3. LEGISLATIVE FRAMEWORK

This policy has been developed based on:

3.1 Section 152 of the Constitution of South Africa

3.2 The Municipal Structures Act

3.3 The Municipal Systems Act

3.4 The White Paper on Local Government

3.5 The Municipal Management Act of 2003

3.6 The Skills Development Act of 1998

3.7 The Skills Levies Act of 1999

3.8 The Municipal Systems Amendment Act of 2003

3.9 The Employer Equity Act

3.10 Labour Relations Act

4. THE POLICY FRAMEWORK

This policy is aligned with and based on the following internal policies of the Municipality:

- 4.1 The Bursary and financial assistance policy
- 4.2 The Performance Management Policy
- 4.3 The Employment Equity Policy
- 4.4 The Recruitment, Selection and Employment Policy

5. OBJECTIVES

The main objectives of this policy are:

- 5.1 To create a cultural of life long and to provide employees and councilors with Opportunities to acquire new skills.
- 5.2 To improve the quality of life of workers and their prospects of mobility within and outside the Municipality.
- 5.3 To improve the service delivery.
- 5.4 To facilitate the development of a skilled and competent workforce and development.
- 5.5 To introduce and promote a culture of workplace based training and development.
- 5.6 To ensure an integrated and well-coordinated approach to training and development within and across municipality.
- 5.7 To provide framework for Abet for councilors and staff.

6. SCOPE AND APPLICATION

6.1 Provisions of this policy cover staff, councilors, ward admin staff and ward committees in the Nyandeni local municipality.

7 BASIC PRINCIPLES

The basic principles that should guide the implementation of this policy are as follows:

- 7.1 Training and development of staff, councilors, ward admin staff and ward committees should be competence base
- 7.2 All staff members are entitled to training and development
- 7.3 Municipality should provide on annual basis a training and development budget, this is not less than 1% of the Municipality's salary bill
- 7.4 The council should create an environment which is conducive to training and development
- 7.5 The council should put in place mechanisms that will ensure transparent and fair Process of selecting staff members to attend various training and skills development programmes
- 7.6 Where possible the Municipality is to create environment for new job entrants to acquire relevant experience.
- 7.7 The Municipality should set aside a number of days that staff should be allowed to undergo formal training not at the workplace

8. ROLES AND RESPONSIBILITIES

8.1 The role of the National and Provincial Government entails that they must assist, Municipalities in building the capacity of municipalities for efficient, effective and transparent financial management. The National Treasury or a Provincial Treasury may assist municipalities and municipal entities in the training of officials.

8.2 The role of the council in relation to the policy is as follows:

- 8.2.1 To create an environment that is conducive to training and develop a culture of lifelong learning within the Nyandeni Local Municipality
- 8.2.2 To establish an appropriate structure, system and process for implementation of this policy

- 8.2.3 To provide the necessary infrastructure and support to ensure effective and sustainable implementation of this policy and related strategies and (skills and training plans
- 8.2.4 To provide a training budget which is not less than 1% of municipality's salary budget as well as other resources that are necessary for the implementation of this policy and related strategies
- 8.2.5 Make provision, in addition to any provision for a training levy in terms of the Skills Development Act, 1998, in its budget for the development and implementation of training programmes
- 8.2.6 May apply, if the municipality does not have the financial means to provide funds for training programmes in addition to the levy payable in terms of the Skills Development Levies Act, 1999, to Sector Education and Training Authority for local government, established in terms of the Skills Development Act, 1998, for such funds
- 8.2.7 Maintain the national standards of training and development
- 8.2.8 To provide opportunities for staff to acquire new skills that will improve their mobility in the labour market

8.3 The responsibility of the Municipal Manager with regard to this policy is as follows:

- 8.3.1 Accountable for the training and development
- 8.3.2 Ensure that he/she and all other officials of the municipality or municipal entities involved in financial management and the implementation of the supply policy meet the prescribed competency levels
- 8.3.3 Oversee the overall implementation of this policy, skills plan and other training and development plans
- 8.3.4 Ensure identification of candidates for Accelerated Development Programmed

- 8.3.5 Provide support necessary for effective implementation of this policy
- 8.3.6 Provide the council with periodic reports on training of staff, councilors ward admin staff and ward committees

8.4 The responsibilities of the Heads of the Departments are:

- 8.4.1 Accountable for the training of staff within their departments
- 8.4.2 Facilitate identification of training and development needs of the staff within their departments
- 8.4.3 Develop departmental training plans and submit them to the Skills Development Facilitator
- 8.4.4 Ensure effective implementation of departmental training plans
- 8.4.5 Provide budgets estimates for training and development of staff in their departments
- 8.4.6 Assist departmental staff with the development of their Personal Development Plans
- 8.4.7 Ensure development and implementation of Personal Development Plans for individual staff members within their departments
- 8.4.8 Ensure effective orientation of staff within their departments

8.5 The responsibility of the Skills Development facilitator in relation to this policy is as follows:

- 8.5.1 Facilitate and coordinate the identification of training and development needs of the staff, councilors and ward committees within Nyandeni Local Municipality
- 8.5.2 Advise and provide support to various departments and in developing skills plans for their departments

- 8.5.3 Assist various departments in developing budget estimates for training and development of staff in their departments
- 8.5.4 Develop Workplace Skills Plan for Nyandeni Local Municipality
- 8.5.5 Ensure submission of Municipal's workplace skills plan to the Local Government SETA
- 8.5.6 Coordinate and ensure effective implementation of the skills plans, training plans and various training programmes
- 8.5.7 Assist staff in developing their Personal Development Plans
- 8.5.8 Identify and coordinate applicable financial management training for relevant officials
- 8.5.9 Facilitate and coordinate orientation, re-orientation and induction of staff within their departments and throughout the Local Municipality

- 8.5.10 Development of Training plans should be done on an annual basis and should be based on Departmental Business Plans, Annual Workplans, and Personal Development Plan for staff members
- 8.5.11 Training Plans for various departments should be presented to Local Labour Forum and should be used as the basis for the development of reports on a periodic and annual basis

8.6 Development of Workplace Skills Plan

- 8.6.1 Development of skills plan for the local municipality should be done based on the Integrated Development Plan of the local municipality and should be aimed at ensuring the existence of the skills which are required for effective and efficient service delivery
- 8.6.2 The skills plan should cover training and development needs for staff, councilors and ward committees
- 8.6.3 The Municipal Skills Plan should clearly identify Workplace Skills Plan,

leanership programmes that the municipality is to participate in as well as areas that have been prioritized for bursaries and/or financial assistance

9. Accelerated Development Plans(ADPs) may be developed for:

9.1 Employees from previously disadvantaged groups, who have been Identified as having a lot of potential but require assistance to fast-track their development

9.2 Employees with outstanding performance and a lot of potential and as such should be groomed for more senior position than the current position that they are holding.

9.3 The Municipal Manager and Heads of the Departments/Units should identify candidates for ADPs

9.4 Employees on the ADP should have a mentor allocated to them to provide guidance, support and coaching

9.5 ADPs should be developed in consultation with the employee and progress reports should be developed and presented to the Municipal Manager and the council on a two monthly basis.

10. IMPLEMENTATION OF SKILLS AND TRAINING PLANS

10.1 All training plans should indicate training programmes that are to be implemented in-house and those to be outsourced, number of trainers, timeframes and budget

10.2 Database of accredited service providers should be developed and submitted to Council for approval

10.3 Training programmes that are implemented through Municipality's budget and making use of service provider, should comply with the Municipal's procurement policy

10.4 All senior managers of the local municipality be put through an Advanced Management /Leadership Development Programme by well-established, accredited institution and or service providers

10.5 Provisions of clause 104 above should apply to those managers that have not attended a similar programme and/or still needs to further develop their management competences

11. ABET PROGRAMMES

11.1 The is committed to improving levels of literacy in respect of staff and coucillors

11.2 The Municipality is set up an Abet Programmed for its members and councilors

11.3 To ensure effective implementation of this programme, the Municipality is to provide:

11.3.1 Infrastructure in the form of equipped lecture hall which is within the reach of staff (in town)

11.3.2 Annual budget for Abet which is equivalent to 0.1% of the annual salary bill of the municipality

11.3.3 Reasonable time off (to be negotiated at the Local Bargaining Forum) for employees to attend the programme

11.3.4 Employees and councillor wanting to participate in the programme should undergo assessment which should be aimed at establishing the actual level of illiteracy

11.3.5 Should a participant in the ABET programme drops out from the programme without valid reason, he/she will be responsible for the costs of the programmed and will pay back to the municipality

12. TRAINING BUDGET

- 12.1 In line with the Skills Levies Act of 1999, the municipality is to provide, on an annual basis, a training budget which is not less than 1% of its salary bill. This should be over and above 1% skills levy
- 12.2 All departments/units are to budget for training and development of staff in their departments
- 12.3 All training plans, Accelerated Development Plans, Mentorship Programmes, ABET programme and Personal Development Plans should be budgeted for on annual basis.
- Overall budget for the skills plans of the local municipality should be submitted to the council for approval annually.

13. MONITORING THE IMPLEMENTATION OF TRAINING PLANS

- 13.1 Implementation of training plans, PDPs, ADPs, Mentorship Programmes and ABET programmes should be monitored on a continuous basis and a consolidated report should be developed and submitted by Corporate Services Department to the council, via the municipal manager, on a quarterly basis. These reports should be submitted to the appropriate SETA.
- 13.2 Implementation of Personal Development Plan, Mentorship programmes and Accelerated Development Plans should be reviewed on a quarterly basis in accordance with the Performance Management Policy and Systems
- 13.3 Overall training reports should be presented, on a three monthly basis, to Skills Development/HRD committee and the Local Labour Forum for joint monitoring purposes

14. TRAINING EVALUATION

14.1 All training and skills development programmes should be evaluated to assess their impact and effectiveness.

14.2 The payment of service providers should be based on the submission of Training and evaluation report.

14.3 All training plans and training programmes should clearly indicate the time frames for training evaluation. Periods for evaluation of training and development programmes will vary from one programme to other depending on the nature of the training and development programmed as well as desired impact.

14.4 Evaluation of training/development programmed should be participative process involving the trainees, trainer/s and supervisors. Evaluation report from the supervisor may be required at a later stage

15. HUMAN RESOURCE/SKILLS DEVELOPMENT COMMITTEE

15.1 The Human Resource/ Skills Development Committee should be established the Skills Development Act, of 1998

15.2 The Committee should consist of the Corporate Services Manager, Skills Development Facilitator, representatives of Departments and/or Occupational Classes and representatives Employee organizations. A separate committee to deal with the issues of Councilors will be constituted under the leadership of the Speaker and Political Head of Corporate Services.

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15.3 The role of the Human Resource/Skills Development Committee is to:

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- 15.3.1 Assist with the development of the skills plan
- 15.3.2 Approve the Workplace Skills Plan
- 15.3.3 Mobilisation of funds for the implantation of the skills plan
- 15.3.4 Oversee the implementation of the skills plan
- 15.3.5 Establishment of database for accredited service providers
- 15.3.6 Assist with the appointments of service/training providers
- 15.3.7 Provide reports for the effectiveness and impact of various training programmes
- 15.3.8 Monitor the allocation of training bursary.
- 15.3.9 Assess applications and make recommendations to the council regarding approval of bursaries as per the policy in the bursary and other forms of financial assistance
- 15.3.10 Review , when necessary, bursaries awarded/provided to employees