

**MOLEMOLE LOCAL MUNICIPALITY  
2019-2020**



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**TRAINING AND DEVELOPMENT POLICY**

## 1. PURPOSE OF THE POLICY

The purpose of this training and development policy is to provide guidelines for the planning; implementation and maintenance of sound training and development strategies and procedures within the Molemole Local Municipality.

## 2. Vision

- Create an environment within which Council, employees and other stakeholders can realize their full potential to enable them to make a meaningful contribution towards achieving Council's vision ;
- Enable Council to implement and execute its Human Resource Strategic objectives;
- Develop skills and competencies in the workplace;
- To improve the quality of workers and their prospects of advancement within the workplace;
- To improve productivity in the workplace and competitiveness of the Council;
- To improve the delivery of developmental services;
- To make Council a learning organization.

## 3. Aims

The aim of this policy is to ensure that each and every employee, from the day they assume duty in the council until the end of their career, participate in properly structured training process that will ensure that their work performance is maximized and potentially fully developed.

## 4. Values

**Molemole Local Municipality** employees are most valued asset and are treated with :

- Integrity
- Equality
- Transparency
- Empathy
- Respect
- Sincerity

## 5. Objectives

To promote training and development as part of a broader strategy for human resource development by:

- Equipping all employees with the necessary knowledge, skills and competencies to perform their work effectively, in pursuit of the vision and mission of council as well as the employee's vision.
- Enabling employees to deal effectively and pro-actively with change and the challenges of dynamic work and external environment.
- Enabling employees to acquire development oriented professionalism and the appropriate competencies.
- Helping employees to address issues of diversity whilst promoting a common organizational culture so as to or in so doing support unity at the workplace.

- Assisting employees in developing better understanding of the needs of the communities that they are serving, as well as the capability to respond to these needs.
- Creating an enabling environment for the training and development of present and future incumbent.
- Creating a pool of suitably qualified individuals to be identified and developed in terms of a succession planning programme.
- By providing job security to competent individuals.

## 6. Principles

The following training principles need to be considered in all training actions:

- Nominations for training shall be based on individual and organizational needs as informed by the **Workplace Skills Plan (WSP)**.
- All training shall be performance based, aimed at present and future career development and comply with the accepted desired standards.
- All training shall be needs driven and presented according to the scientific training process and proven learning principles.
- The department training process must adhere to all terms of this training and Development policy.
- Successful completion of training does not automatically entitle trainees to promotion or salary increments.
- Quality management system ( QMS) : All training within **MOLEMOLE MUNICIPALITY** shall be managed and conducted within the requirements of the Quality management system.
- Recognition of Prior Learning (RPL): Shall form part of the assessment process of all personnel.
- Only accredited training providers can be utilized to conduct training.
- Training and development should support work performance and career Development.
- Training and Development should be driven by **MLM's** business objectives as Contained in the **IDP** and link strategically to broader human resource management practices and programmes aimed at enhancing employment equity and representativeness.

6.11 **Further requirements:** the training process must further adhere to the following

- Relevancy
- Non-racialism
- Legitimacy
- Transparency
- Participation
- Integrated
- Consultation
- Flexibility
- Non-sexism
- Accessibility
- Accountability
- Adaptability
- Cost effectiveness

## 6. Definition and interpretation of relevant terms

<b>TERM</b>	<b>MEANING/INTERPRETATION</b>
<b>Abilities</b>	The mental or physical capacity, power or skill required to do something
<b>Accreditation</b>	A procedure by which an authoritative body gives formal recognition that an institute body or persons is competent for a specific purpose
<b>Approved institution</b>	Training organization that have a training programme that has been approved by the relevant Education & Training Qualification Authority and which the Molemole Local Municipality has accepted
<b>Aptitude</b>	A person's natural ability or talent
<b>Assessment</b>	The process of collecting a portfolio of evidence and making judgement on whether outcomes have been achieved on the basis of performance, against criteria (unit standards)
<b>Career development plan</b>	A career path based on an employee's potential and present performance, aspirations and personal development as foreseen by the employer
<b>Competence</b>	The capacity for continuous performance within specific ranges and contexts resulting from the integration of a number of capabilities
<b>Culture</b>	The set of important assumptions the Molemole Municipality as an organization or member of a community share in common way of doing things
<b>Development</b>	The process of growing towards a specific level of performance by increasing the level of skills and knowledge
<b>Education</b>	The activities directed to the development of knowledge, values and concepts. The aim of education is to bring a person up to a certain standard of intellectual development and to supply a framework for further learning
<b>Employee</b>	A person in the service of Molemole Municipality, whether in a permanent temporary or part time capacity
<b>External institutions</b>	Organizations presenting training and development interventions other than the

	internal structures within the Molemole Municipality
<b>External training</b>	Training actions that a training institution undertakes other than those the Molemole Municipality undertakes
<b>Scientific training</b>	Flexible activities that consist of four interdependent phases, that is needs analysis, course development, course presentation and evaluation applied in a systematic approach
<b>Training</b>	Using specific means to achieve specific goals. This involves training the employee to become competent and to extend his/her skills and knowledge to ensure that the employee involved can apply his/her skills and knowledge to carry a specific task and so meet the objectives of the organization
<b>Training interventions/actions</b>	Any Molemole Municipality intervention/action taken to improve employee knowledge and skills
<b>Training methodology</b>	The selection and application of the most effective techniques, methods and training aids to meet training objectives and accommodate the needs of trainees

#### **8. Nomination of employees to attend courses.**

- Line Managers will be responsible to nominate employees to attend courses through liaising with the office of the Human Resource/Skills Development Facilitator and Senior Managers must approve such nominations.
- The nomination of employees as per above will be in line with the approved workplace skills plan.
- Departmental heads must conduct basic skills audit annually and submit outcomes to Skills Development Facilitator who will further process same with Training Committee for development of WSP.
- An employee who fails to attend courses for which they are nominated shall advance reasons in good time, for such failure, through their Departments line Managers and Skills Development Facilitator so that substitute /alternative arrangements can be made if necessary.
- Nominations will be done after the training needs assessment. The Human Resource Division will through line managers nominate individuals depending on, among others, their ability to function at a specific level.

#### **9. Training records and reporting**

The HR's training and development section shall keep full and accurate information on the following: training and development policy training and development interventions.

## **10. Training and development needs**

### **10.1 Determining training needs**

Training needs can be identified in various ways. The following methods will be used to determine organizational training needs:

- Career management
- Skills plans
- Management interviews
- Individual employee interviews

### **10.2 Performance appraisal**

The departmental Line managers and the skills development facilitator are to address Training and Development needs identified during the Performance appraisal/review.

### **10.3 Training requests/ proposal**

An individual or a department or both within Molemole Municipality may also identify a need or a suitable programme that is in line with the job functions and engage HR Department for coordination. Provide the information to the Manager: Corporate Services for further attention.

## **11. Formal needs analysis**

11.1 The human resource division will annually conduct a formal training needs analysis using various techniques in order to identify needs not reflected in the performance appraisal/review process, and assist with long term planning.

11.2 When training needs are identified the human resource division will then coordinate and facilitate training and development of municipal officials and Councillors.

11.3 The Human resource division will provide people with information on careers, training opportunities and other aspects of the work environment.

11.4 Should the need exist, the human resource division can conduct a formal training and development needs analysis to assist the departments with the planning and budgetary process. Various options will be exhausted regarding the most appropriate and cost effective intervention to address a specific training need.

11.5 External training should be considered after all internal possibilities have been exhausted. The human resource division will oversee and investigate options and recommend the most suitable one to address the training need.

## **12. Training Interventions**

The following training intervention may be used:

- Formal training ( education )
- In-service training ( informal training)

## **13. Nature of training interventions**

### **13.1 In-house programme**

Where training need is identified in respect of issues specifically related to MOLEMOLE MUNICIPALITY, it is appropriate to develop and present a programme internally.

### **13.2 Outsourcing/ Partnership**

Due to social, economic, technological and methodological rapid changes, training programmes must be updated on a regular basis. It will therefore, in some cases be more cost-effective to outsource the provision of training. Human resources have a database of approved consultants for utilization in future projects. Training needs will be evaluated to decide whether outsourcing is the best option based on specialization, technological and professionalism of courses content. The human resource division will identify the most suitable programme and training provider to address the specific need.

## **14. Ready made training packages**

When long-term training need or a recurring need is identified, where costs of outsourcing or internal development of a programme will be too high, the HR Department should advice on other possible ways of addressing the need. The nature of the training and the quality of available programmes will serve as criteria when the human resource division makes a recommendation regarding this option.

## **15. External training courses/ programmes**

### **15.1 short courses**

A short course may be defined as a course, which is not accredited and does not require Portfolio of Evidence (Poe). The following criteria are to be met:

- Accessed through approved plans and budget
- Departments submit training needs, according to their specific needs.
- A recommended report attached to a " Training Requisition Form " is
- Forwarded to the HR Division and send to the municipal manager for final approval in cases of training outside the approved WSP and individual skill's Development plan.
- Any deviation from the criteria must be submitted to the HR Division , by means of a written report for further exploration and final approval to the Municipal Manager
- The course must address specific training needs and its contents must be relevant to the functions which are executed by the attendee.
- The career plan of the specific individual must be taken into consideration.
- The person must be able and allowed to apply the newly acquired skills and knowledge in the workplace and be monitored.

## **16. Extended courses**

An extended course can be defined as a course which extends over a period longer than forty (40) contact hours with exclusion of FORMAL QUALIFICATIONS at a recognized tertiary institution or an accredited training provider.

The following criteria in respect of these courses shall apply:

- The manager: HR Division recommends the attendance of extended training courses, and the Municipal Manager grants final approval.
- Request must be submitted on a standard form: "Training Request Form All requests for the attendance of extended courses must be needs based and fully motivated.
- A report is forwarded by the supervisor to the head of department / Manager, where after it is submitted to the Manager: HRD for recommendation and the Human Resource for final approval.
- The spending of funds in each department must be submitted to the Manager: HRD on a quarterly basis on a standard form.

## **17. Attendance of Seminars, Congresses and Conferences**

- The actual attendance may not exceed five (5) days
- Senior manager responsible must assess the relevancy of the seminars and whether an official will add value to the municipality post the attendance before approval
- The report must include costs duration and the number of attendees, venue and presenter.
- The content of the seminar must be relevant to functions executed by the employee
- Funds must be available on the budget
- Not more than two conferences will be attended within a year cycle.

## **18. Funding**

Various funding methods toward employees training will be utilized. The course applied for must be in line with the employee's field of work and contribute to overall development of the employee.

## **19. Medium of instruction**

All courses will be presented in English, interpretations will be arranged where necessary and course material printed in English or other language where necessary.

## **20. Attendance of courses**

- The nominee should have all the factual information about the course for which He/she is nominated.
- The responsibility to attend a course is not only the obligation of the nominee, but also that of his/ her supervisor and the department.
- It is thus emphasized that the supervisor is responsible for the training of subordinates and must ensure that a person nominated to attend a course fully complete the program/course.



- In case of non-attendance an investigation will be conducted to determine the cause. In a case of unforeseeable circumstances namely: death, employee falling sick, arrangements will be made with the service provider (their policy permitting) to credit MLM so that the said training can be attended at another time. In a case of negligence on the part of the nominee, disciplinary actions shall be instituted.

Starting on the .....of ..... 2016/ 05 / 11.

I hereby undertake to attend the course as stipulated.

1.1 if I fail to attend the course , my supervisor will be notified in writing , reason of my withdrawal 6 working days before the start of the course. I accept that I will be liable for payment of the above costs , if I do not notify my Departmental contact person in writing reason for withdrawal from attending the course.

\_\_\_\_\_  
Signature


\_\_\_\_\_  
Date

2. Declaration by supervisor

I ..... take note of the above

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Signature:	
Initials and Surname:	CLIVE M.E. PAYA
Designation:	MAYOR
Council Resolution Number:	OC17.5/29/05/19
Council Date:	29/05/2019.

MALWA