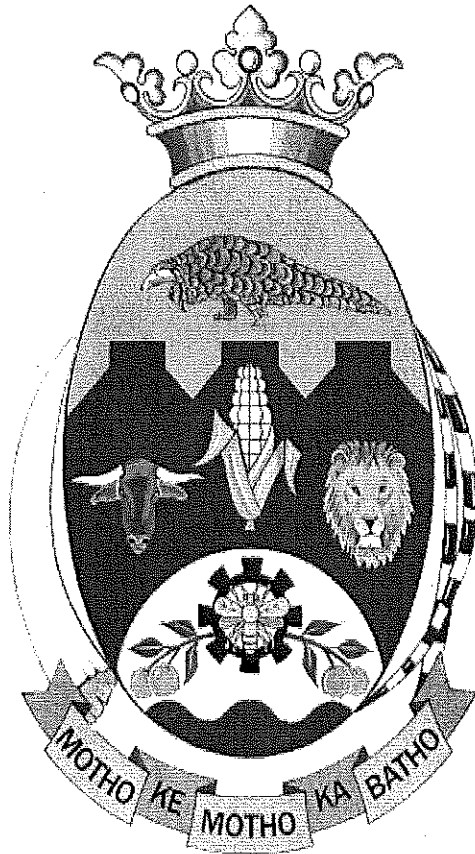


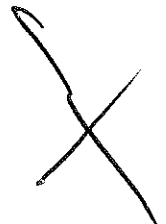
LEPELLE-NKUMPI MUNICIPALITY



TRAINING AND DEVELOPMENT POLICY

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1. PREAMBLE

Individual competencies play a pivotal role in enhancing the capability of an organisation to achieve its objectives. The Municipality also encourages employees to further their education in those directions that will be mutually beneficial to both the employee and employer. In order for Municipality to achieve its strategic, business and operational objectives as well as its constitutional mandate, the training and development of its human resources must be conducted in a structured manner, hence the need for a policy that provides relevant guidelines.

2. DEFINITIONS

2.1 In this policy document, unless the context indicates otherwise, the various terms and their meaning are as indicated in the following table:

TERM	MEANING/INTERPRETATION
Abilities	The mental or physical capacity, power or skill required to do something.
Accreditation	A procedure by which an authoritative body gives formal recognition that an institute, body or persons is competent for a specific purpose.
Approved institution	Training organizations that have a training programme that has been approved by the relevant Education & Training Qualification Authority and which the LNM has accepted.
Aptitude	A person's natural ability or talent.
Assessment	The process of collecting a portfolio of evidence and making judgment on whether outcomes have been achieved on the basis of performance, against criteria (unit standards).
Career development plan	A career path based on an employee's potential and present performance, aspirations and personal development as foreseen by the employee and the employer.

Competence	The capacity for continuous performance within specific ranges and contexts resulting from the integration of a number of capabilities.
Culture	The set of important assumptions the LNM as an organization or member of a community share in common.
Development	The process of growing towards a specific level of performance by increasing the level of skills and knowledge and the ability to apply those skills and knowledge.
Education	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.
Employee	A person in the service of LNM, whether in a permanent, contract, temporary or part time capacity.
External institutions	Organizations presenting training and development interventions other than the internal structures within the municipality.
External Training	Training actions that a training institution undertakes other than those the Municipality undertakes.
Scientific training	Flexible activities that consist of four interdependent phases, that is, needs analysis, course development, course presentation and evaluation applied in a systematic approach.
Training	Using specific means to achieve specific goals. This involves training the employee to become competent and to extend his or her skills and knowledge to ensure that the employee involved can apply his or her skills and knowledge to

	carry out a specific task and so meet the objectives of the organization.
Training actions (interventions)	Any Municipality action or intervention taken to improve employee knowledge and skills.
Training methodology	The selection and application of the most effective techniques, methods and training aids to meet training objectives and accommodate the needs of trainees.

3. LEGISLATIVE FRAMEWORK

- 3.1 Municipal Systems Act, 2000
- 3.2 Skills Development Act,
- 3.3 Skills Levies Act,
- 3.4 Employment Equity Act,
- 3.5 Labour Relations Act,
- 3.6 National Skills Development Strategy III

4. PURPOSE AND OBJECTIVES OF THE POLICY

4.1 The purpose of this Training and Development Policy is to provide guidelines for implementation and maintenance of sound training and development strategies and procedures.

4.2 The objective of this policy is to promote training and development as part of a broader strategy for human resource development by:

4.2.1 Equipping all employees with the necessary knowledge, skills and competencies to perform their work effectively, in pursuit of the vision and mission of the municipality 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.

4.2.2 Enabling employees to acquire development oriented professionalism and the appropriate competencies.

- 4.2.3 Helping employees to address issues of diversity whilst promoting a common organization culture so as to or in so doing support unity at the workplace.
- 4.2.4 Assisting employees in developing a better understanding of the needs of the communities that they are serving, as well as the capacity to respond to these needs.
- 4.2.5 Creating an enabling environment for the training and Development of present and future incumbents. Creating a pool of suitably qualified individuals to be identified and developed in terms of a succession planning programme.
- 4.2.6 By providing job security to competent individuals.

5. PRINCIPLES

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

- 5.1 Nominations for training shall be based on individual and organizational needs as informed by the Work Skill Plan. (WSP)
- 5.2 All training shall be performance based, aimed at present and future career development, and comply with the accepted desired standards.
- 5.3 All training shall be needs driven and presented according to the scientific training process and proven learning principles.
- 5.4 The department training process must adhere to all terms of this Training and Development policy.
- 5.5 Successful completion of training does not automatically entitle trainees to promotion or salary increments.
- 5.6 Quality management system (QMS): All training within Lepelle Nkumpi Municipality shall be managed and conducted within the requirements of the Quality management system.
- 5.7 Recognition of Prior Learning (RPL): Recognition of prior learning shall form part of the assessment process of all personnel.
- 5.8 Only accredited training providers can be utilized to conduct training.

- 5.9 Training and Development should support work performance and career development.
- 5.9 Training and Development should be driven by LNM'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.

5.10 Identification of Skills Development Training Needs

5.10.1 Approval will only be granted for the skills development training subject to the need for such intervention being relevant to:

- a) the competencies which are key to the strategic and business objectives municipality
- b) the competencies which are requisite to the specific occupation;
- c) the competencies which arise out of the setting annual performance objectives, PDPs, appraisal interview or as part of the performance improvement plan in terms of the incapacity procedure.

5.10.2 All managers are required to complete PDPs annually and submit them to the Human Resources Department to be incorporated into HR Skills Development plan. These PDP include:

- a) requests by an individual employee to the manager for personal development in line with career aspirations within the constraints of organisational, occupational and individual needs;
- b) assessment by the manager of performance deficiencies by the employee;
- c) assessment by the manager of developmental needs of the individual and;
- d) assessment by the manager of strategic, business, and operational needs.

5.10.3 The HR Department will then source out the relevant and develop a training schedule, which is circulated to all staff inviting, delegates accordingly;

6. RESPONSIBILITIES

6.1. LEPELLE-NKUMPI COUNCIL

STEP	ACTION
1.	Provide the required funds from available resources for training, education and development.
2.	Support justified training programmes and activities, including learner ships.
3.	Provide in –service and experiential training for students or projects where the capacity to do exists.
4.	Provide employee career guidance and assistance training programmes e.g. internships, mentor ships etc.
5.	Act as accredited training centre (provider) in terms of relevant legislation.
6.	Provide adult basic education and training (Abet)

6.2. MANAGEMENT

STEP	ACTON
1.	Determine the training needs of the employees.
2.	Facilitates individual career development by compiling workplace skills plans.
3.	Ensure that relevant acquired skills and knowledge are implemented after training.
4.	Monitor the competency levels of personnel and take remedial action where necessary.
5.	Prioritize training activities in accordance with identified needs.

6.	Provide on-the-job training
7.	Release personnel to attend training actions once training needs have been identified.
8.	Budget for employees to attend external training actions.
9.	Develop succession plans for their personnel in collaboration with career management and skills facilitation.
10.	Assist career management section with selection of career management facilitators.

6.3. CORPORATE SERVICES DEPARTMENT

STEP	ACTION
1.	Use training time to the maximum benefit of Municipality and trainees.
2.	Assist Municipality management and trainees to meet their responsibilities.
3.	Create an environment that is conducive to training.
4.	Act as a facilitator and change agent by providing goal-orientated and cost-effective training in as professional and participative manner.
5.	Co-ordinate corporate training activities.
6.	Ensure information dissemination in an effective manner to all relevant stakeholders.

6.4. TRAINEE

STEP	ACTION
1.	Make preparations to undergo training in a motivated and creative way.
2.	Apply the acquired competencies and skills in the work place.
3.	Attend training when nominated and take charge of own career
4.	Adhere to service obligation and the nomination procedure.

5.	Provide report on what has been learned from the training.
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6.5. TRAINING COMMITTEE

STEP	ACTION
1.	Monitor the development of training planned.
2.	Monitor the implementation of Workplace skills plan.
3.	Select and recommend employees and training providers.

7. NATURE OF TRAINING INTERVENTIONS

Various options are available regarding the most appropriate and cost effective intervention to address a specific training need.

7.1 In – house programme

Where a training need is identified in respect of issues specifically related to the Lepelle-Nkumpi Municipality, it is appropriate to develop and present a programme internally.

7.2 Outsourcing

7.2.1 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.

7.2.2 LNM must have a database of approved accredited training provider 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 course contents.

7.2.3 The Human resources development division will identify the most suitable programme and training provider to address the specific need and the following procedure will be followed:

- a) Training providers will be invited to make presentations on the content, method of instruction, duration and cost of the programme.
- b) Approval will be done following procurement policy.

7.3 Ready-made training packages

- 7.3.1 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, it is sometimes more effective to purchase training packages and train instructors to facilitate these programmes.
- 7.3.2 The nature of the training and the quality of available programmes will serve as criteria when the Human Resources development Division regarding this option makes a recommendation.

7.4 External training courses/programmes

7.4.1 Short courses

7.4.1 A short course may be defined as a course, which does not exceed forty (40) contact hours and the following criteria shall apply,

- a) Accessed through approved plans and budget
- b) Departments must submit their departmental training needs, according to their departmental objectives which must also be aligned to the company objectives.
- c) In cases of training outside the approved WSP and individual skill's development plan, a recommended report should be forwarded to the corporate services for recommendation and send to the Municipal Manager for final approval.
- d) Any deviation from the criteria must be submitted to the Corporate Services by means of a written report for further exploration and final approval by the Municipal Manager.
- e) The course must address specific training needs and its contents must be relevant to the functions which are executed by the attendee.
- f) The career plan of the specific individual must be taken into consideration.
- g) The person must be able and allowed to apply the newly acquired skills and knowledge in the workplace and monitored.
- h) Attendance of short courses must be rotated equitably among stake holders.

7.4.2 Extended courses

7.4.2.1 An extended course can be defined as a course which extends over a period longer than forty (40) contact hours (excludes formal qualifications at a recognized tertiary institution). The following criteria in respect of these courses shall apply:

- a) The Executive Manager: Corporate Services recommend the attendance of extended training courses, and the Municipal Manager grants final approval.
- b) All requests for the attendance of extended courses must be needs based and fully motivated.
- c) A report is forwarded by the supervisor to the head of department/Manager, where after it is submitted to the Manager: Corporate Services for recommendation, and the Municipal Manager for final approval.
- d) The spending of funds in each department must be submitted to the Manager: Corporate Services on a quarterly basis (on the attached standard form).

7.4.3 Attendance of seminars, congresses and conferences.

- a) The actual attendance may not exceed five (5) days.
- b) Written report is forwarded to Manager: Corporate Services for recommendation and for final approval to the Municipal Manager.
- c) The report must include costs, duration, and number of attendees.
- d) The content of the seminar must be relevant to functions executed by the employee.
- e) Availability of funds must be confirmed before approval.
- f) Not more than two conferences will be attended within a year cycle.
- g) Attendance of extended courses must be rotated equitably among the stakeholders
- h) Any official who attends a course must make full presentation to the respective department.

8. Funding

8.1 Training budget will be utilised.

8.2 The course applied for must be in line with the employee's field of work and contribute to overall development of the employee.

9. Attendance of courses

9.1 The nominee should have all the factual information about the course for which he/she is nominated.

9.2 The responsibility to attend a course is not only the obligation of the nominee, but also that of his or her supervisor and the department.

9.3 It is thus emphasized that the supervisor is responsible for the training of subordinates and must ensure that when a person is nominated to attend a course she/he will attend the course.

9.4 In case of non-attendance an investigation will be conducted to determine the cause. In a case of unforeseeable circumstances i.e. death, employee illness. Arrangements will be made with the training provider to credit LNM so that the said training can be attended at another time. In a case of negligence on the part of the nominee, whoever is found liable for non-attendance will be held liable for the costs and the department may invoke disciplinary processes.

9.5 Attendance of extended courses must be rotated equitably among the stakeholders.

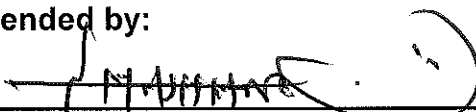
10. POLICY REVIEW

This policy will be reviewed and amended on an annual basis or each time any Act or condition of service or other agreements deem it necessary.

Document Name: TRAINING AND DEVELOPMENT POLICY

Reviewed on 2017-05-30

Recommended by:


SO MASHIANE (MUNICIPAL MANAGER)

Date: 2017-05-30

Approved by: ACT

RB

Date: 30.05.2017

B. NTSOANE (SPEAKER)

RESOLUTION NUMBER: 7.2.4.05/2016/2017

X

LNМ 001 : NOMINATION DECLARATION

NOMINATION DECLARATION

1. I _____ hereby accept my nomination for the _____ course, starting from.....to.....

(Please tick)

- I hereby undertake to attend the course as stipulated.
- I will fail to attend the course, and
- My supervisor is notified in writing.

Signature

Date

2. Declaration by Supervisor

I _____ take note of the above (initials and Surname)

I accept the fact that I will be liable for payment of the above costs, if:
I do not notify my Departmental contact person in writing the withdrawal of the above named person 5 working days before the start of the course.

Signature

Date

I understand that if I do not comply with the requirements this agreement I will be held responsible for the payment of costs.

**QUARTERLY REPORT FROM HUMAN RESOURCES DEVELOPMENT IN
RESPECT OF ALL TRAININGS UNDERTAKEN.**

QUARTER:

NAME	COURSE & INSTITUTION	OCCUPATIONAL CATEGORY.	GENDER	RACE	JOB LEVEL	DATE

Executive Manager: Corporate Services _____

Quarter: _____

Signature: _____