

SIYANCUMA MUNICIPALITY

**SKILLS DEVELOPMENT
POLICY**

AND

**HUMAN RESOURCE SKILLS
DEVELOPMENT COMMITTEE
CONSTITUTION**

1. **Purpose of policy**

The creation of a framework in order to coordinate the implementation and promotion of human resource development in the municipality by means of an integrated approach to education, training and development.

2. **Glossary of terms**

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

“Abilities”

The potential to acquire knowledge and skills through training.

“Approved institutions/training providers”

Training organizations, which have training programs that the Council has accepted.

“Aptitude”

A person’s natural ability or talent.

“Assessment”

The process of determining capability which is carried out through observing and assessing performance.

“Career development plan”

A career path based on an employee’s potential and present performance, aspirations and personal development as foreseen by employee and employer.

“Competence”

The capacity for continuous performance within specified ranges and contexts resulting from the integration of a number of capabilities.

“Culture”

The set of important assumptions (often unstated) that the Council as an organisation or members of a community share in common.

“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 apply a framework for further learning.

“Employee”

A person in the service of the Council whether in a permanent, temporary or part-time capacity.

“External institutions”

Organizations presenting training other than the Council for example, universities and technikons.

“External training”

Training actions which a training institution undertakes other than those the Council undertakes.

“In-service training”

An instructional program to provide for continual career development of employees during their working years.

- This includes attending internal training actions.

“Learning”

A process which enables a “learner”, with increasing success, to become more able to integrate the use of information (or context) with a variety of general **abilities** (such as problem-posing and problem-solving “tool” usage, communication and social interaction) within a context which has an information value system.

“On-the-job training”

Learning by performing tasks under the guidance of a competent employee, mentor or tutor.

“Project”

A group of tasks performed over a definable period of time to meet a specific set of objectives.

“Relevant legislation”

The Skills Development Act, 1998 (No 98 of 1998), Skills Development Levies Act (No 9 of 1999), South African Qualifications Authority Act (No 58 of 1995) or any other act or section of an act, which relates to training.

“Scientific training process”

Flexible training activities, which consist of four interdependent phases, that is, needs analysis, course development, course presentation and evaluation, applied in a systems approach.

“Training”

Use specific means to achieve specific goals.

- This involves training an employee to become competent and to extend his or her skills and knowledge to carry out a specific task and so meet the objectives of the organisation.

“Training actions”

Any structured action taken to improve employee knowledge or 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.

“HRSDC”

Human Resource Skills Development Committee.

“LGWSETA”

Local Government, Water Related Services Sector Education and Training Authority.

3. Undertaking by the Siyancuma Municipality

- The Council is obligated to educate, train and develop its employees.
- The Council accepts this responsibility by establishing and maintaining a learning environment that respects and accommodates the values and culture of its employees and community at large.
- The Council will ensure the creating of appropriate structures and procedures for the implementation of this policy.
- The Council acknowledges the following training rights of employees:
 - all employees have a basic right to continual and applicable **education, training and development** within the framework of their appointment; and
 - all employees must be **trained** and **developed** according to their potential, **aptitude**, interests and abilities.
- A budget item totaling 2% or as determined by the relevant legislation of the salary budget will be included in the annual budget to cover prioritized training and development programs outlined in the annual Workplace Skills Plan.

The HRSD Committee will make recommendations to the council annually regarding training needs, priorities and funds required after determining of training needs in the various departments.

- A budget item for the annual Skills Levy as announced by legislation will be included in the annual budget.

4. Principles

The policy is based on the following principles, which are acknowledged by the Council:

- The training and development of employees as such are thus of extreme importance in order to render the appropriate quality and quantity of service.
- The developing of human resources should aim at improving knowledge, skills and attitude and unlocking potential to the benefit of the individual, organisation and community.
- Each employee may claim entrance to and participation in relevant education, training and development programs within the framework of their appointment and as such the council is responsible and compelled to create such opportunities and to communicate these to employees.
- The council will engage in training partnerships with external institutions to address specific training needs of the Council.
- The council acknowledges accredited Training Centers and other approved institutions by the LGWSETA.
- If the capacity exists external trainees can be accommodated.
- Approved in-service training and development programs or workshops will be conducted during normal working hours.
- Trade Unions are equal partners in the process of education, training and development as well as in the creation of policy and structures for the purpose of developing their members.

5. **Strategy**

In order to implement the principles, all stakeholders must follow the following strategy:

- Identify training and development goals to be achieved over a minimum of 5 years.
- Creating a culture and climate conducive to human resources training and development by establishing a Human Resource Skill Development Committee (HRSDC) consisting of all stakeholders.
- Differentiate between the training responsibilities that the different role players have to meet in order to implement the principles of this policy.
- Compile a code of conduct for trainers and principles applicable to the training process.
- Identify and approve institutions or training providers that will present courses as set out in the goals of the council or to satisfy training needs.

- Compile procedure manuals for the training process.

5.1 **Skills development priorities**

The following training goals must be achieved within the next 5 years:

- 📁 Technical / Occupational training of all technical staff.
- 📁 Project Management.
- 📁 Strategic Management.
- 📁 Computer Literacy.
- 📁 Policy formulation and techniques in LED.
- 📁 Management of community centers.
- 📁 Financial management skills.
- 📁 Batho Pele awareness programs.
- 📁 Adult basic education up to level one.
- 📁 Performance management.
- 📁 Middle management.
- 📁 Human Resource Management training.
- 📁 Occupational training.
- 📁 Learnerships in Municipal Finance.

5.2 **Strategic Priorities for Siyancuma Municipality**

- 📁 Learnership, Management and Municipal Finance Training
- 📁 Public Safety and Crime Prevention
- 📁 Physical Infrastructure insight including Information Technology insight and application
- 📁 Policy and Legislation application including Local Economic Development and poverty reduction

5.3 Action required to achieve a culture of Learning

GOAL	ACTION REQUIRED
To involve all the stakeholders in training activities	Establish a Human Resource Skills Development Committee
To establish a pro-active climate for a productive workforce	<ul style="list-style-type: none"> * Compile in-service training programs for employees. * Present an induction course for new employees as well as refreshment courses to all employees. * Present a departmental induction program for new employees. * Running team building sessions. * Compile performance standards for jobs. * Analyze performance problems of employees
To minimize Expenditure on all vehicle and machine/equipment	<ul style="list-style-type: none"> * Evaluation and training of all machine operators and tractor drivers, every 3 years. * Analyze accident reports as to determine training needs * Evaluation and training of all employees from whom it is expected to drive at high speed in the line of duty.
To develop the potential of our employees so that they would be able to participate meaningfully in our organisation and in local and national community affairs and would be able to be independent in their personal lives.	<ul style="list-style-type: none"> * Present literacy programs * Presenting English literacy programs up to level 3. * Presenting a numeracy program up to level 3. * Present Financial Life Skills Programs.
To provide a safe working environment	<ul style="list-style-type: none"> * All safety reps must attend a Safety Rep Course every 3 years. * All the supervisors/management must attend a SSTC (Supervision Safety Training Course) every 3 years. * Providing First Aid training according to the Occupational Health and Safety Act (Act 85 of 1993). * All employees identified by the Occupational Health and Safety Officer must attend a Basic Safety Training Course.

<p>To advance labour peace</p>	<ul style="list-style-type: none"> * Presenting an Introduction Course of Labour Law to all Employees. * All supervisors must attend an Employment Relations course. * Presenting inter-culture programs to all employees.
<p>Create an organisation environment supportive of integrated employment equity and affirmative action</p>	<ul style="list-style-type: none"> * Ensure that all training programs are non-discriminatory. * Information sessions must be held to inform employees of the Employment Equity Plan of the Council.
<p>To accelerate advancement of employees from underrepresented or disadvantaged groups</p>	<ul style="list-style-type: none"> * Career development programs for the disadvantaged through: <ol style="list-style-type: none"> a) Human Resource audit of occupations. b) Evaluation of employees. c) Training and development programs for identified occupations. d) Development of skills by training, coaching and mentoring. e) The training of managers/supervisors in career planning.
<p>To enable management to meet the new demands and challenging opportunities and responsibilities offered by political, economic, technology and social changes within the sphere of local government</p>	<ul style="list-style-type: none"> * Management development programs for supervisors, middle management, senior management and potential candidates.
<p>To identify the needs that must be satisfied to ensure that the organisation will be economically viable and ensure sustainable growth.</p>	<ul style="list-style-type: none"> * Identify training needs annually. * Train all supervisors/managers to carry out meaningful needs assessments. * Evaluate services of the council by means of community survey.

5.4 Constitution of the Human Resource Skills Development Committee

1. Name

The Committee shall be known as the Siyancuma Human Resource Skills Development Committee hereafter referred to as SHRSDC.

2. Objectives

The SHRSDC considers itself as a key role player in the implementation of the Human Resource Development Policy, by means of pursuing the following objectives:

- To promote the education, training and development of all employees.
- To establish a culture and climate conducive to education, training and development.
- To place responsibilities on appropriate executive levels.
- To develop and deepen workplace democracy.

3. Functions

The responsibilities of the SHRSDC are as follows:

- Formulate and revise the HRSD-Policy.
- Determining of training needs in the various departments/sections.
- Identify approved and applicable courses, workshops and programs.
- Ensure that the Human Resource section receives nominations within the stated time frame.
- Identify and address reasons for poor or non-attendance of courses.
- Evaluation of training and development by receiving and giving feedback to the Council.
- To carry out the supervision of ethical responsibilities of training instructors.
- Encourage line management in taking ownership of the training process by means of pre- and post-training discussions with nominees.

- Make recommendations to the Council regarding training needs, priorities and funds required after the determining of training needs in the various departments/sections

4. Composition

The SHRSDC will consist of the following members:

- Chairperson: Appointed/elected by the Committee.
- Councilors
- All Department Heads
- Skills Development Facilitator internal (Secretary)
- On behalf of employees: Representatives/Unions
- Additional members can be co-opted with specific knowledge, skills and experience (subject specialist).
- Skills Development Facilitator external (if outsourced)

Members of the committee should be fully informed regarding the training process, which consists of the determining of training, needs available courses etc.

5. Term of office

The nominated members serve for a period of one (1) year on the Committee. Members must relinquish their duties on resignation. Members will be confirmed on an annual basis if they do not relinquish their position on the committee.

6. Meetings

The Committee will meet monthly. At the first meeting the program of the inauguration will be discussed.

The Secretary must keep written minutes of each meeting and submit it to the chairperson after which it will be forwarded to members.

Members of the SHRSDC must submit items for discussion in writing to the Secretary one week before the commencement of the meeting, for the timeous compilation and distribution of the agenda.

7. Quorum

50% plus one of the members forms a quorum at SHRSDC meetings

Decisions must be taken on the basis of discussion and consensus.

8. Duties of members

The Chairperson must lead the meetings by virtue of accepted meeting procedures and must see to it that it abides by the Constitution at all

times. He/she must also perform all duties that are usually attached to the position of Chairperson.

The Secretary must attend all SHRSDC meetings, handle secretarial duties such as the taking and sending of minutes, submission of minutes for approval and the compiling and sending of agendas/reports.

The members are expected to carry the interest of the Council and department, which they represent in this committee, at heart and at all times to set an example for their colleagues.

9. Acceptance of constitution

This constitution is to be approved and accepted by the Council and will be binding to all members of the Siyancuma Human Resource Skills Development Committee.

10. Training responsibilities

The different role players have to meet the following training responsibilities in order to implement the policy:

10.1 Training responsibilities of the Council

- 📁 Approve Siyancuma Human Resource Skills Development Policy.
- 📁 Provide the required funds from available resources for **training, education and development**.
- 📁 Allow workers to participate in training programs.
- 📁 Support justified training programs and activities.
- 📁 Identify training needs of the community.
- 📁 Provide study bursaries and loans in accordance with approved criteria and Council policy.
- 📁 Provide **experiential training** for students or projects where the capacity to do so exists.
- 📁 Devise mechanisms and utilize available resources to provide for the necessary developmental opportunities for the community via the community-based structures within the context of local government.
- 📁 Implement legislation pertaining to training and development.

10.2 Training responsibilities of all levels of management

- 📁 Commitment to training and development of all employees.

- ☞ Determine the training needs of personnel in conjunction with the SHRS D Committee.
- ☞ Facilitate individual career development in conjunction with the training and development section.
- ☞ Ensure that relevant acquired skills and knowledge are implemented after training through pre- and post-training interviews.
- ☞ Monitor the competency levels of employees and take remedial action where necessary.
- ☞ Prioritize training activities in accordance with identified needs.
- ☞ Provide on-job training.
- ☞ Follow, where practicable, the approved nomination policies and procedures.
- ☞ Release employees to attend training actions.
- ☞ Nominate employees for courses.
- ☞ Budget for employees to attend external training actions.
- ☞ Motivate employees to attend external training actions.
- ☞ Coach and mentor of subordinates.
- ☞ Orientation of new employees.
- ☞ Support and honor the training principles.

10.3 Training responsibilities of the Municipal Manager

- ☞ Ensure that top management participates in the management development program.
- ☞ Ensure that the Human Resource Skills Development Policy is effectively implemented.

10.4 Training responsibilities of Directors/Senior Management

- ☞ Take full responsibility for the training and development of employees in the directorates.
- ☞ Control the training budget of the directorate.
- ☞ Ensure that the directorate has data on employees attending courses, training needs etc.

10.5 Training responsibilities of Supervisors

- ✎ Take responsibility for the training and developing of every employee in his section.
- ✎ Keep record of the training needs and employees attending courses in every section.

10.6 Training responsibilities of Skills Development Facilitator

- ✎ Coordinate and facilitate corporate training activities.
- ✎ Maintenance of Human Resource Skills Development Policy.
- ✎ Advise departments on training issues.
- ✎ Manage the secretariat of the Siyancuma Human Resource Skills Development Committee.

10.7 Training responsibilities of trainers

- ✎ Use training time to the maximum benefit of the Council and trainees.
- ✎ Advise and work in conjunction with Council, management and trainees to meet their responsibilities.
- ✎ Create an environment that is conducive to training.
- ✎ Act as facilitator and change agent by providing goal-oriented and cost-effective training in a professional and participative manner in accordance with approved training procedures and principles.

10.8 Responsibilities of trainees

- ✎ Make preparations to undergo training in a motivated and creative way.
- ✎ Apply the acquired competencies in the workplace.
- ✎ Attend training courses when nominated and take charge of own career.
- ✎ Adhere to service obligations.
- ✎ Adhere to evaluation of training received.

10.9 Code of Conduct for Trainers

The trainer must not undertake to carry out any enterprising activities or operations, which may turn out to be disadvantageous to any

training body. Healthy competition and initiative, is however acceptable and commendable.

The trainer must be prepared to work in conjunction with the training advisor, and the SHRSB Committee on matters relating to and concerning the promotion of training.

In the interest of the organisation and the community, the trainer must make use of existing courses, programs or available services where possible. This will eliminate unnecessary duplication and developmental costs.

In order to promote training in general, the trainer should introduce any new development or methods and systems in his/her field, which he/she has developed by means of publications or presentations.

With regard to colleagues in the field of training, every trainer is obliged to admonish persons guilty of unethical behaviour and if necessary report such matters to the relevant controlling body or employer.

10.10 Ethical requirements

The trainer must at all times develop and expand his/her knowledge and skills by means of reading, courses and self-tuition.

As far as practically possible, the trainer must base his/her training on accepted and proven learning and instruction principles. This does not only imply that he/she must not investigate or test new approaches, but that if a new terrain is explored, he/she must first prepare him/herself thoroughly and execute the tasks on a scientific and verified basis.

The trainer must at all times ensure that the resources, media and techniques applied are beneficial for the training and under no circumstances be disadvantageous to the trainees.

The trainer must include evaluation and follow-up programs as part of his/her tasks and duties, in order to determine the effectiveness of training, short and medium-term follow-up practices should be instituted where practically possible.

The keeping of acceptable and verifiable records of all training offered should be a standard procedure of the trainer's administrative duties.

A trainer should refrain from interfering with the private lives of any learner or colleague.

Trainer must refrain from expressing negative criticism regarding the Council or authorities that employs him/her during training sessions, or

in the presence of the trainees. In fact, no negative criticism may at any time be uttered without verifiable grounds.

The trainer has made use of particular attention to copyright in respect of programs.

Where the trainer must make use of courses or course elements other than developed by him/her, the sources must be acknowledged.

The trainer must refrain from making any claims on successes, which do not have verifiable grounds.

The trainer must refrain from any bribes or gifts offered to any individual or body, and whose aims are to benefit from such gifts or bribes.

10.11 Development of Trainer

Trainers in the service of the Council must at all times attend training and development opportunities in order to stay abreast with matters concerning Local Government.

Such training and development programs are set by way of a structured process and in keeping with strategic career planning needs.

MAYOR

DATE: 04 NOVEMBER 2010

COUNCIL RESOLUTION: _____