

EMAKHAZENI LOCAL MUNICIPALITY



HR DEVELOPMENT POLICY

Human Resource Development Policy

TABLE OF CONTENTS

| | |
|---|-----|
| 1. INTRODUCTION..... | 2 |
| 2. PURPOSE..... | 2 |
| 3. SCOPE OF APPLICATION..... | 2 |
| 4. LEGAL FRAMEWORK..... | 2 |
| 5. HUMAN RESOURCE TRAINING COMMITTEE..... | 2-3 |
| 6. EDUCATION, TRAINING AND DEVELOPMENT..... | 3 |
| 7. INDUCTION..... | 3 |
| 8. IN SERVICE- TRAINING..... | 3-4 |
| 9. EMPLOYEE SELF DEVELOPMENT..... | 4 |
| 10. STUDY AND EXAMINATION LEAVE..... | 4 |
| 11. PERFORMANCE MANAGEMENT..... | 5 |
| 12. LABOR RELATIONS..... | 5 |
| 13. MONITORING AND EVALUATION..... | 5-6 |

1 Introduction

People development is one of the issues that are critical in improved service delivery and meeting customer needs. It has become very important for organisations to develop a Skills Development Strategy to map the way forward. The Skills Development Act of 1998 in South Africa regulates skills development. This law recognizes that employers and employees have to play a significant role in improving workplace skills levels

2 Purpose

- Provide clear guidelines and provide a framework for training, development and education of the staff and employee organisations in the Municipality of Emakhazeni.
- Ensure the alignment of the Emakhazeni Municipality's Training and Development Strategy with the National Skills Development Strategy, LGSETA's sector skills principles and other broad initiatives on training and development of staff in the Municipality.
- Provide a supportive environment that encourages employee development.
- Integrate training initiatives and alignment of the training strategy with the strategic plan of the Emakhazeni Municipality' as a whole.

3 Scope of application

This policy is applicable to all the Employees of Emakhazeni Municipality.

4 Legal Framework

There are a number of key pieces of legislation, which will influence the Emakhazeni Municipality's Training and Development policy and skills development strategy. These include the following:

- The Skills Development Act of 1998
- The Local Government Municipal Systems Act of 2001
- Local Government Municipal Finance Management Act of 2003
- The Local Government Sector Education and Training Regulations of 2008

5 Human Resources Training Committee

With regard to capacity building, the HR Training Committee shall assist with coordinating and ensuring an integrated approach to effect goal oriented training and development interventions within the municipality. Equal access to training and development shall be fostered for all staff.

A representative committee shall consist of all representatives of all departments. The Head of Corporate Services or his delegate shall facilitate the activities of the committee.

Meetings shall be held once in three months or at any time which the committee may decide.

Functions of the Committee shall be to;

- Monitor training needs of the employees and those of the committee members
- Review, monitor and make recommendations on training practices in order to achieve the municipality's objectives
- Give opinion and influence the Workplace Skills Plan (WSP)

- Give input on the formulation and review of the municipality's training and development policies
- Assist and support management in matters relating to skills development and employment activities

6 Education, Training and Development

Education, Training and Development of the municipality is focused on the enhancement of knowledge, skills and behavioral competencies of employees and councilors to the appropriate levels required to deliver on and exceed organizational requirements, as embedded in the IDP and the WSP.

Through implementation of the learning programs as contained in the WSP, this is to ensure that municipal employees have the necessary competencies to meet performance and quality standards in their current jobs.

It is the practice of the municipality to have training and development interventions focusing on individual employee's career and personal potential in order to meet their growth needs as well as the future human resource needs.

Apart from the budget allocated by the municipality for training and development purposes, the Skills Development Facilitator (SDF) shall ensure that the full Mandatory Grant is received for each levy-year and shall maximize all appropriate opportunities for discretionary grants and other training opportunities offered by SETA and other government agencies.

To ensure return on training investment it shall be the responsibility of the Skills Development Facilitator to monitor effectiveness of its skills development interventions through appropriate measurement and evaluation methods. The training implementation reports will be submitted as per LGSETA requirements.

7 Induction

Every new employee regardless of function or department or section shall receive systematic induction training which will enable the newly employed to become fully orientated in their respective jobs in the shortest possible time. Every new employee will receive induction about the municipality from the Corporate Services Departmental Head or his delegate and from his supervisor within three months starting from the day he or she assumes duties.

8 In-service training

The objective of in-service training is to impart skills, knowledge and to modify attitude of an employee in the work place in order to improve his or her competence.

A staff member being trained at his or her workplace shall not be entitled to compensation in respect of travelling costs and this shall only apply to employees receiving monthly travelling allowances.

A staff member who received training at a place other than his or her workplace will be entitled to travelling costs in accordance with the tariffs and conditions applicable, provided that should it be more advantageous to the municipality's for the staff member to travel between his or her place of residence and the training venue daily, arrangements will be made accordingly.

The municipality may from time to time require that an employee be subjected to training of short duration in a particular field of study in order to acquire specific skills. If such training is conducted by an institution other than the municipality itself, the following conditions shall apply;

The municipality must undertake to pay for all costs incurred for registration, books or modules, tuition fees and accommodation. This shall apply provided the following conditions are met

- It is a result of a skills audit or performance management system
- The Head of Department concurs that the course would be to the advantage or benefit to the municipality and the employee concerned
- The training is relevant to the employee's day to day functions and
- The employee is not registered for other formal studies of a similar nature or of extended duration

9 Employee Self-development

The municipality supports the continuous self development of employees by engaging in further studies. However the operational requirements of the municipality and relevance of the studies concerned shall always be the primary consideration.

Employees who wish to undertake a study course towards obtaining a work related qualification, a degree or equivalent qualification must first obtain approval from the municipality through their Head of Department supported by the Corporate Services Departmental Head or his delegate.

10 Study and Examination Leave

Examination leave with full pay on the basis of one day examination leave for every day prior to and on the day which the employee has to sit for an examination may be granted, provided that in the opinion of the head of department;

- It has the object to better equip the employee concerned for a career in the municipality
- Is in a field of study which is in full or in part in the interest of the municipality

In all the above cases the examination roster or time table must be submitted to the manager at least 2 weeks prior to writing of first paper or 1 month if the period of absence will be more than 2 weeks unless there are factors beyond the staff members control for example late issue of timetable by the institution

An employee who studies part-time or by means of correspondence at a recognized educational institution and who as a result of his her studies is required to be absent from his her place of work may be released from duty and be granted examination leave on full pay on the basis of one day examination leave on full pay every day of vacation leave taken provided that does not exceed 6 months.

An employee who serves in a capacity in which candidates are normally appointed with a view to train in specific fields and who study part-time at a recognized educational institutions, may be released from duty to the extent required by their studies, based on a contractual agreement entered into with the training institution.

An employee who repeats a course or part thereof may with the approval of the Head of Department be released from duty on condition that one days vacation leave with full pay or if he she does not have leave to his or her credit one day's vacation leave without pay be granted in respect of every full eight hours he or she is released unless an explanation to the satisfaction of the Head of Department is submitted.

11 Performance Management

Efficient performance emphasizing the agreed objectives shall remain the prime responsibility of each manager. Necessary time shall be dedicated to the monitoring and the follow-up of the progressive achievement of objectives on a monthly basis.

This feedback would be meant to stimulate performance and should take place through an open dialogue based on mutual trust and willingness to progress. It is advisable that written evidence of such meetings is provided. Focus should be essentially on continuous improvement, appropriate training interventions but also on shaping a stimulating working environment.

In case of serious underperformance a termination of employment shall be a matter of last resort. No employee service shall be terminated for unsatisfactorily performance unless the municipality has

- given the employee appropriate evaluation, instruction, training, guidance or counseling and
- after a reasonable period of time for improvement the employee continues to perform unsatisfactorily

The above provision is one of the requirements in terms of Schedule 8 of the Labor Relations Act of 1995.

12 Labour Relations

The municipality upholds freedom of association of its employees and the effective recognition of the right to collective bargaining.

Through its relationship with the unions the municipality shall sustain its long-term development both to the benefit of the employees and municipality by maintaining a level of competitiveness adapted to its business environment.

Labor relations are clear responsibility of management and will be handled at the appropriate level. The municipality shall ensure that direct and frequent communication is maintained with its employees, both union and non-union members.

Relations with unions are established under strict observation of national law, Collective Agreements and local practices. Contacts with union delegates should create a further opportunity to provide information allowing their members and other representative associations to acquire a full understanding of the municipal activities, objectives and long term vision.

13 Monitoring and Evaluation

Monitoring

Staff training and development shall be monitored on a continuous basis for purposes of assessing;

- Progress on implementation of training plans
- Utilization of training budget
- Progress on implementation of personal development plans
- Effective implementation of ABET programs

Tools to be used for monitoring purposes include;

- Annual training plans and budgets
- Periodic progress reports on implementation of training plans
- Effective implementation of ABET programs

Evaluation

- Periodic evaluations shall be done to assess the impact and effectiveness of various training and development programs.