

NTINGA O.R. TAMBO DEVELOPMENT AGENCY SOC LTD



TRAINING AND DEVELOPMENT POLICY

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1. PREAMBLE

Ntinga O.R. Tambo Development Agency SOC Ltd ('Ntinga' or 'Agency') believes that its employees form the cornerstone of service delivery to the communities within the O.R. Tambo district. It therefore adopts a policy of giving priority to the training and development of its staff, within the parameters of what is feasible and sensible in the context of the Agency's resource deployment requirements.

The Agency is fully committed to the structured and systematic training and development of all its employees on an ongoing basis to enable them to perform their duties effectively and efficiently. This will also be provided to enable employees to acquire the skills, knowledge and related qualifications and to develop their potential to meet its future human resources needs.

This policy is intended to reflect the Agency's commitment to the principles, goals and ideas described in the vision and core values of the organisation, as well as the vision and core values of O. R. Tambo District Municipality (ORTDM).

2. DEFINITIONS

- 2.1 **Training** means an act of teaching a person or improving a particular skill or behaviour. It can be in a form of in-house, on- line, on-the job and external training programmes like courses, seminars, workshops.
- 2.2 **Development** means acquired knowledge, skills, competencies and ability relevant to job roles and responsibilities.
- 2.3 **A designated group** means a black person, women and people with disabilities.
- 2.4 **Applicant** means any employee applying or making use of a study loan or bursary.
- 2.5 **Employment Equity** means measures or action taken to bring about representativity at work.
- 2.6 **Skills Programme** as unit standard-based programmes that are occupationally based and presented by an accredited provider, and when completed, constitute a credit towards a qualification registered in terms of the NQF
- 2.7 **PIVOTAL Programmes** refers to Professional, Vocational, Technical and Academic Learning (high level occupationally directed learning)
- 2.8 **Ntinga** refers to Ntinga O.R. Tambo Development Agency SOC Ltd

3. LEGAL FRAMEWORK

The policy and undertaking to train and develop employees is derived from legal requirements and in specific the following Acts:

- (i) Basic Conditions of Employment Act, No 75 of 1997
- (ii) Constitution of the Republic of South Africa of 1996
- (iii) Employment Equity Act, No 55 of 1998
- (iv) Labour Relations Act, No 66 of 1995
- (v) Skills Development Act, No 97 of 1998
- (vi) Skills Development Levies Act, No 97 of 1999
- (vii) South African Qualifications Authority Act, No 55 of 1995
- (viii) National Qualifications Framework Act, No 67 of 2008

4. SCOPE AND APPLICATION

This document guides training and development for Ntinga and its employees and shall serve as the official policy that informs the process and practices. The policy shall only apply to all staff members of Ntinga. It is important to note contract employees employed for a period of three years or more shall be considered permanent.

This policy is applicable and binding to the Agency and all its employees and shall become operative on the date on which it is approved by the Board of Directors.

5. OBJECTIVES OF POLICY

The objective of this policy is to provide a clear framework and give clear guidelines on the implementation of training and development through capacity building in the Agency. The key objectives of the policy are to:

- 5.1** Identify and assess employee training needs and potential in terms of the requirements of the Agency and afford all employees the opportunity to develop their potential, improve their performance and advance their career prospects.
- 5.2** Promote an integrated, strategic approach in addressing training and development needs.
- 5.3** Address areas of skills shortages.
- 5.4** Pay special attention to training and development opportunities for employees belonging to designated groups.
- 5.5** Enable the co-ordination, monitoring and evaluation of development activities through a representative Skills Development and Employment Equity Committee.
- 5.6** Ensure that the training and development of an employee commences with her/his appointment and continues as long as she/he is employed by the Agency.
- 5.7** Provide funds for training and development of employees as per the approved development plan, in addition to any provisions that it must make in its operating budgets for the payment of a statutory skills levy.

5.8 Facilitate access to training, to enable mobility and progression within an employee's career path.

5.9 Promote fair and transparent training and development practices.

5.10 Create a culture of life-long learning in the pursuit of a learning organisation.

6. POLICY CONTENT

6.1 Training and Development Plans Programmes and Initiatives

6.1.1 Training and development plans and programmes for all job levels shall support the Agency's strategies, action plans, and human resources (HR) planning process, as well as any other present and future training and development needs.

6.1.2 All training and development initiatives shall be properly planned, programmed and recorded, and the results reviewed to determine how training methods can be improved and how maximum benefit can be obtained from resources devoted to training and development. Inter alia, this includes a systematic and cost-effective training and development approach, consisting of externally developed and presented, as well as in-house training and development programmes.

6.1.3 In respect of all training and development activities, the following shall apply:

- i. A structured approach to determine training and development needs.
- ii. Cost-effective acquisition and/or development of training courses or programmes based on needs and evaluated in terms of criteria laid down from time to time.
- iii. Attendance and/or presentation of training-programmes according to a training planning schedule.
- iv. The evaluation of training in terms of trainee reaction, learning, practical application, and results achieved.
- v. Annual reporting on training interventions.

6.1.4 The Human Resources (HR) department shall provide advice and assistance on training activities, and will be responsible for administrative and operative co-ordination of the training process and programmes.

6.1.5 A training schedule based on the assessment of individuals and the Agency's needs will be drawn up annually to take full account of the staff development needs of various divisions and shall include budgetary provisions.

6.1.6 Training and development shall commence from the appointment of new employees and continue as long as the employee is employed in the Agency. Existing employees shall be drawn into the training process in accordance with priorities established by way of a structured analysis of training needs.

6.1.7 All training must be work-related and the results measurable against pre-determined objectives. These results, where possible, are to be expressed in cost benefits.

6.1.8 The Agency's Workplace Skills Plan (WSP) must be submitted in terms of the Skills Development Act of 1998 and must be based on the training programme that is designed for the respective financial year.

6.2 Policy Procedures

The following internal processes will be followed for training and development:

- 6.2.1 Conduct a skills audit and/ or training needs analysis annually to assess competencies, and identify skills gaps and training needs between available and required skills within all occupational categories.
- 6.2.2 Determine the strategic development levels to maintain and improve service delivery.
- 6.2.3 Develop a Workplace Skills Plan (WSP) based on the following:
 - i. Strategic mission and vision of the entity.
 - ii. Key training and development priorities and targets.
 - iii. Linkages with affirmative action measures and the Employment Equity (EE) Plan.
 - iv. Linkages with Personal Development Plans (PDP's) of employees.
- 6.2.4 Annually report on skills development, and develop the Annual Training Report (ATR).
- 6.2.5 Establish a Skills Development and Employment Equity Committee. The objectives for the committee include:
 - i. Assisting with co-ordinating and ensuring an integrated approach to effective and goal orientated training and development interventions within the Agency;
 - ii. Monitoring the provisioning of equal access to training and development for all employees.
- 6.2.6 The composition of the committee shall be:
 - i. Two Representatives from management level;
 - ii. Representatives from all enterprises/ departments
 - iii. Head: Corporate Services;
 - iv. Human Capital Manager
 - v. Skills Development Facilitator Manager
 - vi. Labour Representatives as per Workplace Committee
- 6.2.7 The following procedures shall apply to the committee:
 - i. The Head: Corporate Services shall act as a chairperson of the committee and may delegate those powers when the need arises;
 - ii. Meetings shall be held regularly at least two times in the year which the committee may decide; and
 - iii. All recommendations made by the committee shall be submitted to the Chief Executive Officer (CEO) before they proceed to the Human Resources & Remuneration Committee (HRRC) or Board of Directors..

6.3 Internal Training In-Service Training

- 6.3.1 The objective of in-service training is to impart skills, knowledge and to modify attitude of an employee in the workplace in order to improve his/ her competence.
- 6.3.2 An employee, being trained at his/ her workplace, shall not be entitled to compensation in respect of travelling and/ or subsistence costs.
- 6.3.3 An employee, who received training at a place other than his/ her workplace, will be entitled to travelling and subsistence costs in accordance with the tariffs and conditions applicable, provided that should it be more advantageous to the Agency for the employee to travel between his/ her place of residence and the training venue daily, arrangements will be made accordingly.
- 6.3.4 Attendance of all courses, workshops, conferences and seminars shall be recommended by senior management and supported by an HR representative.

6.4 External and On-line Training

6.4.1 Skills Programmes

- 6.4.1.1 For skills programmes the following conditions shall apply:
 - i. The training of staff members and the incurring of training costs thereof will be regulated by the training Memorandum of Agreement (See Addendum XX) to be entered into by and between NTINGA (the employer) and the employee for each training session.
 - ii. Travelling and subsistence tariffs as applicable to the individual concerned shall be paid in accordance with the Agency's subsistence and travel policy.
- 6.4.1.2 The Agency must undertake to pay for all costs incurred for registration, books or modules, tuition fees and accommodation, provided the following conditions are met:-
 - i. The duration of the course does not exceed 1 (one) month;
 - ii. The cost of the course is less than R15 000.00 but not exceeding R20 000.00 in total
 - iii. It is a result of a training need identified through a skills audit and/ or the Performance Management System;
 - iv. The senior manager concurs that the course would be to the advantage or benefit to the Agency and the employee concerned;
 - v. The training is relevant to the employee's day-to-day functions; and
 - vi. The employee is not registered for other formal studies of a similar nature or of extended duration.
- 6.4.1.3 An employee whom the Agency has put under a training programme and consequently incurred training expenditure (excluding disbursements) R10 000.00 in total has to continue with his/ her full time employment with the Agency for a service period determined from the date on which the employee successfully completed the training course. The service period applicable for training costs (excluding disbursements) incurred by the Agency as follows:

Training Costs Per Employee	Applicable Service
R0 – R10 000	6 months
R10 001 – R15000	1 year

- 6.4.1.4 Should costs per the above brackets be incurred for a training session involving more than one person, the service periods applicable would be determined by dividing the total cost by the number of employees attended the training. Similarly, should the employee be required to repay the costs, the Agency will divide the training costs in question by the number of employees who directly benefited in the training programme.
- 6.4.1.5 In a case whereby an employee contract is terminated by the Agency before expiry, the employee will not be required to repay the Agency for training costs incurred, unless termination is due to a disciplinary action.
- 6.4.1.6 Attendance of all courses, workshops, conferences and seminars shall be recommended by senior management and supported by the HR Manager.
- 6.4.1.7 Before attending the above courses the employee will sign an undertaking to attend the course, provide proof of attendance, certificate of competence where applicable and a report on the course outcomes. In his undertaking the employee will allow Ntinga to deduct all related expenses from his/ her salary if he/ she fails to abide by the above.

6.4.2 PIVOTAL Programmes (courses leading to National Qualifications)

- 6.4.2.1 For mid to long term training and development courses the following conditions shall apply:
- i. The training of staff members and the incurring of training costs thereof will be regulated by the training Memorandum of Agreement to be entered into by and between NTINGA (the employer) and the employee for each training session. All employees shall be obliged to sign this agreement before commencing the training
 - ii. The Agency will recognise such initiative by paying the institution where the employee has registered. An employee completes the qualification within the period prescribed by the accredited training provider or institution.
 - iii. The training is relevant to the employee's job specific roles and responsibilities for the Agency.
 - iv. The level of the qualification is an Honours Degree or lower. Masters Degree qualifications and above will be considered by the Board as a special case and is not included in this policy.
 - v. The employee has met all requirements for successfully completing a year of the qualification, course or degree, and has successfully passed all subjects for that year.

- vi. An application to access the training cost should be submitted by the employee on or before 3 November of each year for first semester intakes and on or before the 31 May of each year for second semester intakes.
- vii. Attendance of all courses, workshops, conferences and seminars shall be recommended by senior management and supported by the HR representative.
- viii. In the event where the employee fails the course, the employee will refund the Agency the amount paid to the institution

6.5 Experiential Training

The Agency is fully committed to the provisioning of in-service training/ internship for South African students and graduates (with National Qualification – Certificate, Diploma or Degree) who would be given hands-on practical experience in relevant fields of study. The following conditions are applicable to students given an opportunity of an internship/ practical experience or in-service training:

- 6.5.1 The Agency will only pay monthly stipend to be determined by the Management from time to time.
- 6.5.2 To students whose duration of practical experience is more than two (2) months with a maximum of eighteen (18) months provided this is a requirement for the qualification.
- 6.5.3 Interns are required to enter into a formal agreement with the Agency for a maximum of one (1) year and shall be paid a monthly stipend to be determined by the Management from time to time.
- 6.5.4 Interns shall be assigned a coach/ mentor responsible for guiding her/ his exposure to relevant practical tasks and challenges, and reporting on progress.
- 6.5.5 The interns and experiential trainees will be selected from the database of unemployed graduates by the Training Committee. The allocation of students and interns will be requested by head of departments and recommended by the Head: Corporate Services and approved thereafter by the CEO.

6.6 Induction

Every new employee, regardless of function or department / section, shall receive systematic induction training, which will enable the newly employed to become fully oriented in their respective jobs in the shortest possible time.

Every new employee will receive induction about the Agency from the HR department, HR Manager or a delegated senior person, and his/ her supervisor within a week from the day he/ she assumes duties. In addition the Agency will conduct a compulsory comprehensive one week induction programme for all employees employed in that quarter.

7. ROLES AND RESPONSIBILITIES

7.1 Skills Development and Employment Equity Committee

The roles and responsibilities of the Skills Development and Employment Equity Committee shall be to:

- i. Provide advice in the assessment and monitoring the training needs of employees.
- ii. Assist in prioritising the identified training needs of employees and departments/units.
- iii. Make recommendations on training practices in order to achieve the Agency's objectives.
- iv. Oversee ongoing communication and feedback on all matters relating to equity, unfair discrimination and affirmative action in training practices.
- v. Give opinion and influence the Agency's Workplace Skills Plan (WSP).
- vi. Assist in the evaluation of the effectiveness of training.
- vii. Make recommendations on allocation of training funds to departments/units.
- viii. Give input on the formulation and review of the Agency's training and development policies.
- ix. Assist and support management in matters relating to skills development and employment activities.

7.2 Senior Management

The roles and responsibilities of senior management shall be to:

- i. Identify training needs of direct reports as per employee Personal Development Plans (PDP's) in accordance with the Performance Management Policy.
- ii. Offer recommendations for the suitability of direct reports to the Skills Development and Employment Equity Committee for training offered by the Agency.
- iii. Ensure adequate provision for the development of employees in their budgets.
- iv. Provide learning opportunities and on-the-job training to employees, and encourage employees to participate in available and relevant training and development opportunities.

7.3 Employees

The roles and responsibilities of the employee shall be to:

- i. Take accountability for the management of her/his career development, and progression.
- ii. Develop personal development plans (PDP's) and identify training needs relevant to job roles and responsibilities.

- iii. Establish an agreement with supervisor on learning opportunities and make necessary applications for relevant training offered by the Agency.

7.4 Skills Development Facilitator

The roles and responsibilities of the Skills Development Facilitator shall be to:

- i. Report on the following:
 - a. How training methodologies and programme content can be improved.
 - b. The extent training programmes have supplied the needs of the individual learners who completed it.
 - c. How maximum benefit can be obtained from resources devoted to training and development.
 - d. How procurement and development of training programmes can be improved.
 - e. The impact completion of a programme had on the performance of a learner.
- ii. Advise and assist Senior/ Line management and the Skills Development and Employment Equity Committee with regards to training and development, specifically training needs identification and selection of appropriate training programmes.
- iii. Coordinate administration of the training process and programmes.
- iv. Assess the effectiveness of training programmes by conducting training evaluation.
- v. Develop a training schedule and a Workplace Skills Plan (WSP) at the start of each financial year.
- vi. Draft and monitor the annual training and development budget for the Agency.
- vii. Develop the Annual Training Report (ATR).
- viii. Promote equitable access to training and development opportunities.
- ix. Assess and monitor training needs of employees and prioritise identified needs, and develop the annual Workplace Skills (WPS) Plan.
- x. Review, monitor and make recommendations on training practices in order to achieve relevant objectives and targets of the Agency.
- xi. Provide advice on all matters related to equity, unfair discrimination and affirmative action in training practices.
- xii. Assess the workplace skills and employment equity plans and make recommendations to the Skills Development and Employment Equity Committee.
- xiii. Make recommendations on allocations of resources for training;
- xiv. Assist with the review and formulation of training and development policies for the Agency.
- xv. Act as the contact between the HR department and other units, departments and the Skills Development and Employment Equity Committee on skills development and training activities.
- xvi. Facilitate the activities of the Skills Development and Employment Equity Committee.

8. RECORD KEEPING

Adequate records of the personal development plans, study loans, bursaries and training courses attended should be kept on each employee's personal file in the HR registry.

The HR department will be responsible for updating the HR system with regards to training and development module on the system e.g. short/ long term course attended.

9. PENALTIES

Non-compliance to any of the stipulations contained in this policy will be regarded as misconduct, which will be dealt with in terms of the Disciplinary code and procedure.

10. IMPLEMENTATION AND MONITORING

The Skills Development and Employment Equity Committee shall be responsible for the monitoring, evaluation, implementation of and compliance with this policy once approved by the Board.

The Skills Development Facilitator will be responsible for quarterly reporting on training and development usage by employees, compliance with the policy, impact of training and development initiatives and expenditure incurred and compiling and submitting an Annual Training Report (ATR)

11. COMMUNICATION

This policy will be communicated to all employees using the full range of communication methods available to the Agency and posted on the Agency's intranet.

12. POLICY REVIEW

This policy will be reviewed annually from its effective date to determine its effectiveness and appropriateness. This policy may be assessed before that time as necessary to reflect substantial organisational changes at the Agency or any change required by law.

13. BUDGET AND RESOURCES


Financial resources required for the implementation of the policy include the provisioning of a training budget per unit/ department within the Agency. Accommodation, travel and subsistence costs will be at the expense of the unit/ department that the employee belongs to. Senior managers must take note of cost implications of the approved policy that should be borne by the respective department.


Human resources required for the implementation of the policy include the employment of a Skills Development Facilitator, and a fully staffed Skills Development and Employment Equity Committee.

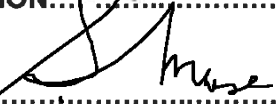
14. DISPUTE RESOLUTION

Internal dispute resolution processes shall be followed in the event of any grievances and disputes arising out of the implementation of this policy.

15. AUTHORITY

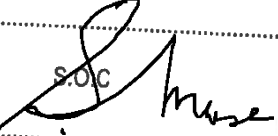
FORMULATED BY:  DATE 19/01/2021

CEO RECOMMENDATION:  DATE 19 January 2021

BOARD APPROVAL:  DATE.....

BOARD APPROVED COPY
NTINGA O.R. TAMBO DEV. AGENCY

Date:.....

Signature:  S.O.C. Muse