

MANTSOPA LOCAL MUNICIPALITY



HUMAN RESOURCE DEVELOPMENT POLICY

Mantsopa Local Municipal Human Resource Development Policy

<i>Next Review Date</i>	August 2010
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Approval of Policy

Please note that the implementation of the policy contained in this document is subject to approval and signing off by all relevant Heads and/or Committees, including but not limited to:

- Municipal Manager; and
- Municipal Council.

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1 Purpose

1.1 The purpose of the policy document is to:

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1.1.1 Guide the implementation of Human Resource Development (HRD) within the municipality.

1.1.2 Provide guidelines for the development of competent employees to meet current job and future career needs.

1.1.3 Ensure that HRD policies and procedures conform to the principles and requirements of relevant legislation.

1.1.4 Ensure non-discriminatory practices in the identification of skills and delivery of HRD programmes.

2 Scope

2.1 This policy applies to all employees of the municipality, unless stated otherwise.

3 Definitions

3.1 “**Abilities**” refers to the potential to acquire knowledge and skills through training and development.

3.2 “**Accreditation**” refers to the procedure by which an authority’s body gives formal recognition that an institute, body or persons is competent for specific purpose.

3.3 “**Assessment**” refers to the process of collecting evidence and making judgements on whether performance outcomes against criteria have been achieved.

3.4 “**Bursary**” refers to the financial assistance provided to study either part-time or full-time in-line with company needs and approval. Bursars need to sign an agreement and adhere to the contents thereof.

3.5 “**HRD**” refers to the development at all levels of the organisation. HRD also refers to the development of a learning organisation capable of a continuous self-development process. HRD encompasses the entire value chain of people development, including

learning needs analysis, skills planning, skill building and other developmental activities (such as self-study, on-the-job and formal courses), curriculum development and delivery of learning, monitoring, reporting and evaluation.

- 3.6 “**Competency**” refers to the knowledge, skills, attitudes and capabilities necessary to deliver job related outcomes at a specific level of quality.
- 3.7 “**Contract**” refers to a legal agreement between Metsweding and the learner describing the conditions of the bursary/ study loan or Metsweding sponsored learning intervention.
- 3.8 “**Critical Skills**” refers to those scarce skills which are critical to the municipality, however, the focus is not on the scarcity of the skill as such, but rather on the critical staff member who contributes positively and whose loss would have a negative impact on the municipality’s ability to meet it’s goals.
- 3.9 “**Designated group**” refers to black people, women and people with disabilities.
- 3.10 “**Employees**” refers to both permanent and fixed term contract employees of Metsweding, including those in a part-time capacity.
- 3.11 “**Employee Learner**” refers to an individual employed by Metsweding District municipality who participates in education, training and development initiatives.
- 3.12 “**External Training**” refers to any training provided by an external institution other than in-house training delivery.
- 3.13 “**High-risk skills**” refers to scarce skills which are critical to the municipality; however the specific employees who possess these skills are either de-motivated or have reached a career ceiling, and as such are considering leaving the municipality or for some reason are highly susceptible to poaching by other institutions.

- 3.14 **“Scarce skills”** refers to skills that are needed to realise the municipality’s goals and objectives, but which are difficult to recruit and expensive to replace. These are the skills, which are in short supply in the labour market. These will not always be the same and may change due to various reasons e.g. changes in the labour market environment (supply and demand), changes in the strategic direction of the municipality.

4 Principles

- 4.1 HRD programmes and initiatives will support and enable the achievement of business needs and transformational goals and objectives.
- 4.2 Learning will be aligned to business and individual performance improvement needs.
- 4.3 HRD programmes and initiatives will, as far as possible, be aligned to and support the National Skills Development Strategy (NSDS).
- 4.4 The municipality will comply with the legislative framework governing HRD and will strive to ensure the delivery of uniform and best practice policies, procedures and programmes.
- 4.5 The municipality will allocate learning activities in a fair and equitable manner, in line with business priorities, operational needs, employee learning needs and financial constraints.
- 4.6 The municipality will give preference to suitably qualified internal candidates in the development of skills pipelines, in line with the municipality’s Employment Equity Policy and strategy.
- 4.7 All training shall be performance based, aimed at present and future career development.

5 Policy Provisions

- 5.1 Under no circumstances should a person be refused training on any arbitrary or discriminatory basis.

- 5.2 HRD initiatives will be outcomes based and align with business needs.
- 5.3 HRD initiatives will be accessible to learners and cost effective in its delivery and assessment.
- 5.4 Training processes will adhere to principles of consultation, transparency, participation, integration and relevance.
- 5.5 Training needs will be linked to organisational, learner and sectoral needs.
- 5.6 Training will be planned to address current performance gaps of employees. Where appropriate, training will be offered to employees in preparation for a future role identified by management.
- 5.7 The principles of the National Qualifications Framework will be adhered to in the design, delivery and assessment of HRD.
- 5.8 At least 1% of payroll will be budgeted for HRD initiatives.
- 5.9 Whilst appropriate training interventions will be selected, these would typically include skills programmes, short courses, learnerships, on-the-job learning, bursaries, coaching and mentoring and blended learning.
- 5.10 Accommodation for learning will be available for delegates travelling in excess of 200km return trip to venue.
- 5.11 Whilst on training, learners are deemed to be in the course and scope of employment. They are therefore required at all times to conduct themselves in an acceptable manner. This essentially means that the municipal disciplinary code is applicable to all delegates whilst on training, and transgression of the code, whilst on training will be dealt with in the appropriate manner.

- 5.12 Successful completion of training will not automatically entitle trainees to promotion or salary increments.

6 Procedures

- 6.1 Skills needs will be identified by line managers based on business and employee competence requirements.
- 6.2 Skills priorities will be identified and budgets allocated for training.
- 6.3 Learners will be nominated and scheduled for training.
- 6.4 Training will be designed or procured and delivered using a variety of mediums, including formal learning, self-directed learning and on-the-job learning.
- 6.5 Learning will be evaluated and measured to ensure high quality and impact on individual and business performance improvement.
- 6.6 Competency levels of employees will be evaluated and monitored regularly. Appropriate remedial action will be taken where necessary e.g. in service training.
- 6.7 There will be ongoing monitoring and reporting of HRD by Human Resources against the skills plan.
- 6.8 Role of Line Managers**
- a) Provide required funds for training, education and development.
 - b) Ensure the identification of skills needs for employees and business unit.
 - c) Allow employees time off to attend relevant and planned HRD initiatives.
 - d) Provide support for on-the-job training.
 - e) Ensure the nomination of learners to appropriate HRD initiatives.
 - f) Provide necessary support to learners prior to, during and following HRD initiatives.
 - g) Evaluate the impact of training at the workplace.

- h) Deliver workplace training and formal training where necessary.
- i) Report on the quality and efficiency of HRD.

6.9 Role of Employees

- a) Take responsibility for own growth and learning.
- b) Participate actively in HRD initiatives where necessary.
- c) Provide line manager with required feedback and support to ensure continued growth.
- d) Attend required interventions timeously.
- e) Actively implement learning at the workplace to improve performance.

6.10 Role of Human Resources

- a) Develop and communicate the Metsweding District municipality HRD strategy.
- b) Develop, maintain and communicate supporting HRD policies and procedures.
- c) Co-ordinate the annual training needs analysis and skills planning process.
- d) Develop skills priorities and budget guidelines.
- e) Procure training and prepare for training delivery.
- f) Build capacity of line managers to effectively implement HRD on-the-job.
- g) Manage learner agreements.
- h) Manage training and assessment logistics.
- i) Oversee the bursary allocation process.
- j) Evaluate learner, line manager and trainer feedback.
- k) Monitor and report on quality, efficiency and participation in HRD.
- l) Ensure compliance with Skills legislation.
- m) Ensure consultation with the Training Committee and Local Labour Forum.

6.11 Role of the Training Committee and Local Labour Forum

- a) Ensure consultation on the appointment of the Skills Development Facilitator (SDF).

- b) Participate in determining the organisation's skills development vision, goals, objectives and strategy.
- c) Confirm skills development priorities in the identification of skills development needs.
- d) Assist with the identification of information required to prepare the Workplace Skills Plan (WSP).
- e) Advise and assist the organisation to improve skills development and its contribution to individual and organisational success.
- f) Provide input on Annual Training/Implementation Reports.
- g) Promote awareness of training opportunities, and
- h) Act as a channel of communication for all staff on skills development

7 Delegations

- 7.1 This policy is to be applied in accordance with the municipality's policy and procedures on delegated powers.
- 7.2 The delegations refer to those between the Municipal Council and the Municipal Manager, and between the Municipal Manager and other responsible Officials.
- 7.3 All delegations are to be recorded in writing.

8 Annexures

The following policies and procedures support the implementation of HRD in the municipality:

Succession Planning Policy

Performance Management Policy

Procurement Policy and Procedures

Bursary Policy

Leave Policy

Mentorship Policy

Talent Retention Policy