

# BEAUFORT WEST MUNICIPALITY

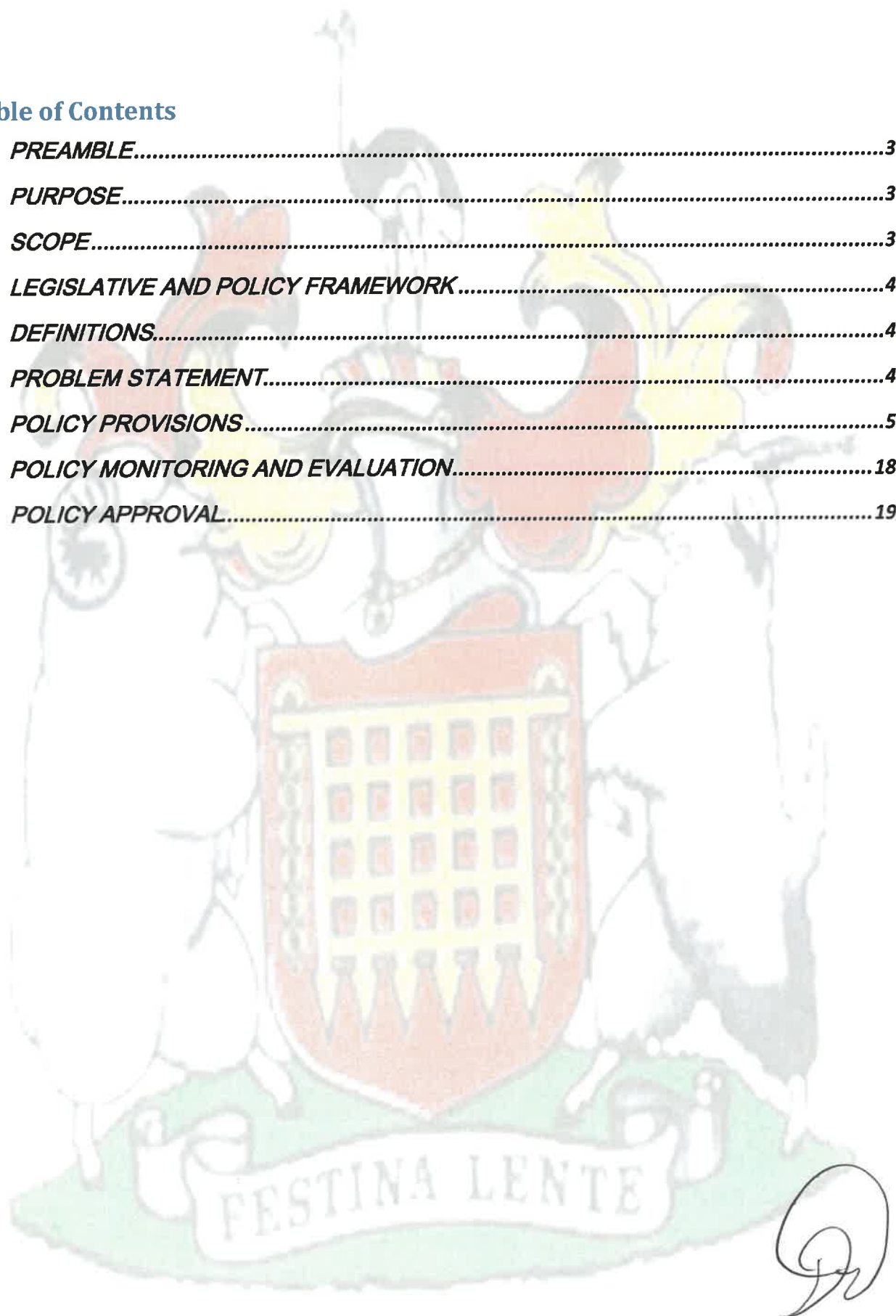


<b>Policy</b>	<b>Skills Development Policy</b>
<b>Approved</b>	<b>26<sup>th</sup> June 2023</b>
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<b>Consolutions</b>	<b>Workshop: 18 &amp; 19 : Councillors, Trade Unions and HOD'S</b>

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## 1. PREAMBLE

A skills development policy aligned to the Municipality's goals affords opportunities to benefit from better co-ordination and alignment of development initiatives. The Municipality commits to provide skills development to all employees on an equal opportunity basis.

## 2. PURPOSE

The purpose of this policy is:

- 2.1 To ensure that skills development occur in a coherent and structured manner
- 2.2 To provide clear alignment of the strategic plan, National Skills Development Strategy, and other internal Human Resource policies
- 2.3 To facilitate access to appropriate skills development
- 2.4 To support personal development plans and career development
- 2.5 To support the Municipality's succession planning
- 2.6 To promote and facilitate participation of unemployed learners in learnerships, Apprenticeship, Internships.
- 2.7 The creation of a framework in order to coordinate the implementation and promotion of human resource development in the Municipality by means of the integrated approach to education, training, and development

## 3. SCOPE

This policy applies to all employees of the Municipality, learners in cases of learnership programmes for students who are not employees, and interns, where applicable.



#### 4. LEGISLATIVE AND POLICY FRAMEWORK

- Constitution of the Republic of South Africa Act 108 of 1996
- Municipal Systems Act 32 of 2000
- Municipal Structures Act 117 of 1998
- Local Government: Regulations on appointment and conditions of employment of senior managers, dated 17 January 2014
- Local Government: Municipal Staff Regulations, 2016 (issued in terms of Section 72, read with Section 120 of the Municipal Systems Act 32 of 2000)
- Local Government: Municipal Systems Act, 2000(ACT NO. 32 OF 2000)
- Local Government: Guidelines for the Implementation of the Municipal Staff Regulations, 2016 (issued in terms of Section 72, read with Section 120 of the Municipal Systems Act 32 of 2000)
- Municipal Finance Management Act 56 of 2003
- Labour Relations Act 66 of 1995
- Employment Equity Act 55 of 1998
- Basic Conditions of Employment Act 75 of 1997
- Compensation for Occupational Injuries and Diseases Act 130 of 1993
- Skills Development Act 97 of 1998
- Occupational Health and Safety Act 85 of 1993
- Skills Development Levies Act, No. 9 of 1999
- National Skills Development Strategy
- National Qualifications Framework

#### 5. DEFINITIONS

All terminology used in this policy shall bear the same meaning as in the applicable legislation, or as defined and / or explained in the Glossary of the Human Resources Policies Manual.

#### 6. PROBLEM STATEMENT

The Municipality inability to budget for sufficient Internal funding for training.



## 7. POLICY PROVISIONS

### 7.1 Principles of skills development

#### 7.1.1 Skills development shall –

7.1.1.1 support the achievement of the Municipality's goals set out in the Integrated Development Plan by providing critical skills that ensure the delivery of quality services

7.1.1.2 promote the development and retention of competent Municipal staff, including the development of technical, professional and specialist staff who have the required qualifications and skills

7.1.1.3 support the employment equity objectives of the Municipality

7.1.1.4 be based on high quality provision and effective workplace learning and development practices, including coaching, mentoring, on-the-job learning and opportunities for the practical application of skills in the workplace

7.1.1.5 seek to continuously improve its results and the returns on learning investments, by defining measures of success, conducting regular evaluations and improving the impact of learning, training and development; and

7.1.1.6 be designed to support and reinforce other capacity building programmes in the Municipality.

7.1.2 A staff member shall take responsibility for his or her development and own career growth.

7.1.3 The Municipality shall support its staff members by –

7.1.3.1 clarifying the skills required for jobs, identifying relevant skills needs and developing opportunities to satisfy the skills needs

7.1.3.2 identifying new skills and knowledge required by staff to support their career growth and progression

7.1.3.3 creating learning opportunities that will allow their staff to develop the skills and expertise to enable them to compete effectively for placement in new or vacant posts; and

7.1.3.4 allocating responsibilities to senior managers and supervisors to promote career development and to conduct career development consultations with staff members.

7.1.4 The skills development process shall involve planning, skills assessment, implementation, and review.

## 7.2 Skills development planning

7.2.1 Alignment to strategic planning cycles

The determination of Municipal skills needs, priorities and budgets shall be—

7.2.1.1 developed once every five years at the commencement of the integrated development planning process, and shall be reviewed annually thereafter; and

7.2.1.2 aligned to the strategic planning cycles associated with the –

7.2.1.2.1 Integrated Development Plan

7.2.1.2.2 Municipal budget

7.2.1.2.3 Human resource planning; and

7.2.1.2.4 Performance management cycle.



### **7.3 Determination of skills needs**

Skills needs in the Municipality shall be determined by conducting –

7.3.1 Skills needs analysis, in which the Municipality shall identify skill needs at Municipal and department levels based on critical roles and job categories and associated competencies; and

7.3.2 A staff skills audit, which shall identify skills needs for each staff member based on specific competency needs associated with current roles and future career aspirations.

### **7.4 Skills development planning**

#### **7.4.1. Alignment to strategic planning cycles**

The determination of Municipal skills needs, priorities and budgets shall be –

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7.4.1.2.1 Integrated Development Plan

7.4.1.2.2 Municipal budget

7.4.1.2.3 Human resource planning; and

7.4.1.2.4 Performance management cycle.

#### **7.4.2 Determination of skills needs**

Skills needs in the Municipality shall be determined by conducting –



7.4.2.1 Skills needs analysis, in which the Municipality shall identify skill needs at Municipal and department levels based on critical roles and job categories and associated competencies; and

7.4.2.2 A staff skills audit, which shall identify skills needs for each staff member based on specific competency needs associated with current roles and future career aspirations.

### **7.4.3 Skills needs analysis**

7.4.3.1 A skills needs determination comprises-

7.4.3.1.1 A skill needs analysis; and a staff skills audit. The guidelines details the actions necessary to conduct a skill needs analysis at a municipality.

7.4.3.1.2 The skills needs analysis shall be conducted on a five year cycle as part the integrated development planning process and reviewed annually. Strategic analysis and planning around skills needs shall ensure that staff members have the appropriate skills to perform their functions.

7.4.3.1.3 This is especially important in priority roles and critical and scarce skills, which has a disproportionate impact on the efficiency and effectiveness of local government service delivery.

7.4.3.1.4 These priority skills needs shall be Municipality-wide or in a particular department or function.

7.4.3.2 The skills needs analysis shall be based on –

7.4.3.2.1 a strategic evaluation of skills needs that have constrained the service delivery and performance of the Municipality and each of its departments or functions in the current year

7.4.3.2.2 a review of community feedback information and an assessment as to whether a lack of skills has contributed to the shortcomings in respect of service delivery

7.4.3.2.3 a review of the effectiveness of the implementation of previous priority skills development programmes and interventions, and



7.4.3.2.4 An analysis of individual staff member personal development plans to identify common skills needs across job categories.

#### **7.4. Staff skills audit**

7.4.1 The Municipality shall conduct a skills analysis using programmes or systems determined by the Minister to ascertain the skills needs of staff members in respect of their current roles.

7.4.2 The purpose of a staff skills audit within a municipality is to determine the gaps associated with every staff member's current and future skills needs in the municipality.

7.4.2.1 Biographical audits, which includes information on the educational qualifications and experience of the staff member

7.4.2.2 Perception based assessments; and

7.4.2.3 Evidence based assessments, including assessments using psychometric instruments.

7.4.2.4. The staff skills audit shall be conducted on a five year cycle as part of the integrated development planning process and reviewed annually.

7.4.2.5 The following steps should be followed in conjunction with the Local Government Skills Audit Questionnaire.

#### **7.4. Personal development plans**

7.4.1 Every staff member shall have a personal development plan that sets out the strategies to –

7.4.1.1 address the staff member's development needs and specific skills to be developed for their current roles arising from the skills audit, as well as the learning interventions required to build these skills; and

7.4.1.2 Develop new skills and provide exposure to new areas of work, which are linked to the realistic career aspirations of and opportunities available to the staff member.

7.4.2 The personal development plan shall take account of the skills audit and the implementation of the performance management system.

7.4.3 No staff member shall undergo training unless –

7.4.3.1 The training is contained in personal development plan of the staff member; or

7.4.3.2 The Municipal Manager or his or her delegate approves the training intervention.

#### **7.5. Workplace skills plan**

7.5.1. The Municipality shall, in consultation with the trade unions, develop a workplace skills plan arising from the outcomes of institutional skills needs analysis and the individual skills audits.

7.5.2 The workplace skills plan shall include –

7.5.2.1 The priority skills needs for the Municipality and each department or function;

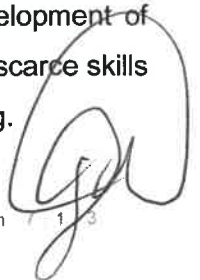
7.5.2.2 The associated interventions that the Municipality intends conducting; and

7.5.2.3 An aggregation of the learning and development initiatives from staff personal development plans.

7.5.3 The workplace skills plan shall be included in the Municipality's Integrated Development Plan.

#### **7.6 Discretionary grants**

The Municipality shall make use of discretionary grants to fund the development of critical and scarce skills that coincide with the published lists of critical and scarce skills or roles of the LGSETA or the Department of Higher Education and Training.



### **7.6.1 Budgeting for skills development**

7.6.1 The Municipality shall establish a skills development budget that provides funding for the priority skills needs identified in the workplace skills plan.

7.6.2 The sources of funding for priority learning interventions shall be –

7.6.2.1 The Municipality's dedicated training budget from own budget

7.6.2.2 The grants available from the LGSETA on approval of the workplace skills plan and resulting from discretionary grant submissions; and

7.6.2.3 Additional funding available for skills development for the Municipality from provincial and national government.

### **7.7 Recognition of prior learning assessment**

7.7.1 Recognition of prior learning assessment determine a staff member's skills and knowledge acquired through formal or informal training conducted by industry or educational institutions, work experience and on-the-job training.

7.7.2 Recognition of prior learning assessment shall be conducted –

7.7.2.1 By service providers that are accredited by the relevant Education and Training Quality Assurance Body; and

7.7.2.2 In line with the provisions of the National Qualifications Framework established in terms of the National Qualifications Framework Act.

### **7.8 Implementing skills development**

#### **7.8.1 Types of skills development programmes**

The Municipality shall focus on developing priority skills through –



7.8.1.1 Structured learning programmes, which shall include learnerships, apprenticeships, technicians-in-training programmes, and graduates-in-training programmes

7.8.1.2 structured on-the-job learning and development, which may include –

7.8.1.2.1 Professional coaching of staff members by an external or internal expert coach where such capacity exists

7.8.1.2.2 Coaching of staff by supervisors, including guiding a staff member to develop new skills

7.8.1.2.3 Mentoring staff to master technical, professional or specialist roles, which may include pairing a staff member with an expert for a period of time

7.8.1.4 The creative allocation of work to accelerate learning, including –

7.8.1.4.1 Allocating staff members to a specific project

7.8.1.4.2 Seconding a staff member to another department or work area to increase the staff member's exposure to other work processes and systems

7.8.1.4.3 Increasing the responsibilities allocated to a staff member


7.8.1.4.4 Rotating staff through the full range of activities of a particular process or department; and

7.8.1.4.5 Work shadowing, where a staff member is given the opportunity to observe a more senior professional or manager at work enabling the staff member to understand more complex and challenging roles in a structured and secure manner; and

7.8.1.5 Professional development programmes.

## 7.9 Succession planning

The Municipality shall develop future managers in order to ensure seamless succession of competent leaders, as follows:





7.9.1. Carry out a potential staff member search and matching through -

7.9.1.1 Nomination of staff members who are considered for succession planning, ensuring representation of qualified women, Black people, and employees with disabilities

7.9.1.2 Nomination criteria that include staff member who –

7.9.1.2.1 Show an interest to be nominated

7.9.1.2.2 are able to work without supervision

7.9.1.2.3 Show a commitment to deliver beyond what is required

7.9.1.2.4 Display consistent high performance in their duties, in attaining targets, and with a rating scored at outstanding level; and

7.9.1.2.5 Demonstrate potential to operate at a high level

7.9.1.2 Create a succession pool of staff members who demonstrate desirable values, behaviour and competencies to be potential successors, and -

7.9.1.2.1 Where a number of jobs are of similar type and need similar skills, the number of potential successors to the succession pool shall be increased; and

7.9.1.2.2 Nominate two (2) or more staff members for possible succession per post to cater for natural attrition / turnover.

7.9.1.3 Enter formal agreements with staff members earmarked for succession planning to protect the interests of both the staff member and the Municipality. The agreement shall outline the following:

7.9.1.3.1 Staff members shall not be guaranteed appointments in posts that they are prepared for, and shall have to compete for the posts when advertised

7.9.1.3.2 The succession period for each successor shall range from six (6) to twelve (12) months



7.9.1.3.3. A successor who has failed to make an impression during the interviews shall not be guaranteed a stay in the programme

7.9.1.4 Consultants contracted to the Municipality shall be obliged to act as mentors to nominated employees for skill transfer during contract duration.

7.9.1.5 Successors shall have properly designed career paths to ensure that they gain most appropriate experience for their future roles.

#### **7.10. Obligations of the Municipality**

7.10.1 Supervisors shall collaborate on the re-allocation, rotation and secondment of staff members across functions within the Municipality.

7.10.2 The Municipality shall ensure the effective management of the quality of learning delivery, especially that provided by external training providers.

7.10.3 Supervisors shall be encouraged to gain coaching skills and shall actively coach and support the development of staff members who report to them.

7.3.3.1 The Municipality shall prioritise the appointment of mentors who are experts in their fields to support structured skills transfers in order to achieve the required specialist and technical skills for priority roles.

#### **7.1 Evaluating skills development quality and impact**

7.4.1 The Municipality shall –

7.4.1.1 conduct regular evaluations of the workplace skills plan and personal development plans, as well as their implementation; and

7.4.1.2 adjust its learning programmes to improve its effectiveness, including the impact on reducing the skills constraint on service delivery.

7.4.2 The Municipality shall ensure that –



- 7.4.2.1 every supervisor reports annually on progress on implementing staff personal development plans and the other programmes contained in the workplace skills plan
- 7.4.2.2 the effect of implementing personal development plans for staff is evaluated
- 7.4.2.3 evaluations, using standard benchmarks determined by the Minister, respond to priority learning programmes and contribute to the development of skills which result in improved performance and service delivery; and
- 7.4.2.4 regular skills development reports and evaluation results are –
  - 7.4.2.4.1 Integrated into the wider capacity building initiatives within the Municipality; and
  - 7.4.2.4.2 Reported to the relevant provincial and national capacity building structures.

## **7.5 Payment for skills development programmes**

- 7.5.1 The Municipality may agree to pay full or part payment for a staff member's learning programme and for reasonable travel and accommodation expenses on receipt of official proof of the structured learning programme.
- 7.5.2 If the Municipality agrees to pay for a learning programme, the staff member shall be required to work for the Municipality for a reasonable period after the completion of the programme, failing which the staff member shall pay back the costs, or part of the costs, associated with the programme.
- 7.5.3 Despite clause 7.5.1, if a staff member fails to attend or fails a learning programme, the Municipality shall recover the costs associated with the programme after complying with Section 34 of the Basic Conditions of Employment Act.





## 7.6 Roles and responsibilities

### 7.6.1 A staff member shall –

- 7.6.1.1 actively manage their own development, whether for their current role or for their future career opportunities, based on their personal development plan
- 7.6.1.2 participate actively in skills audits
- 7.6.1.3 develop and reflect on their personal development plans with their supervisor
- 7.6.1.4 commit to development that coincides with the Municipality's priority skills
- 7.6.1.5 participate actively in all forms of learning, training and development which will assist the staff member to meet agreed needs
- 7.6.1.6 stay abreast of and apply new knowledge and skills in their field of expertise; and
- 7.6.1.7 provide feedback on the outcomes, effectiveness and relevance of training and development received.

### 7.6.2 A supervisor shall –

- 7.6.2.1 link skills development to the priorities of their function, the integrated development plan and to the outcomes of the performance management process
- 7.6.2.2 monitor skills needs and constraints that have, or may have, a major impact on the achievement of their objectives and report on these during the institutional skills needs analysis process
- 7.6.2.3 develop, report on and review progress with the personal development plans of the staff members who report to the supervisor or supervisor





7.6.2.4 ensure that development proposed in the personal development plans of the staff members who report to the supervisor is relevant to the functions of the Municipality

7.6.2.5 provide coaching to and support for the development of their staff members

7.6.2.6 provide input into the content of training programmes, if relevant

7.6.2.7 allow their subordinates time off for training, as agreed in training schedules and plans; and

7.6.2.8 actively facilitate the application of learning back on the job.

7.6.3 The Skills Development Facilitator shall –

7.6.3.1 facilitate the adoption of the Workplace Skills Plan, including liaising with the registered trade unions

7.6.3.2 facilitate the implementation of skills development programmes with supervisors, staff and external training providers; and

7.6.3.3 liaise with the LGSETA and ensure that the Municipality meets all the requirements of the LGSETA.

7.6.4 The Chief Financial Officer shall ensure that proof is provided to the LGSETA that all funds obtained from the LGSETA and the 1% budgeted towards skills development have been used for skills development purposes.

7.6.5 The Training Committee shall –

7.6.5.1 be chaired by a senior manager

7.6.5.2 have an equal number of managers and representatives of staff



7.6.5.3 include the Integrated Development Planning Manager, the Skills Development Facilitator, the Manager responsible for human resources, individual and institutional performance managers, and the Chief Financial Officer, as representatives of the Municipality

7.6.5.4 include representatives of the registered trade unions recognised by the Municipality as representatives of staff members or, in their absence, staff members who are representative of the Municipality's staff as a whole; and

7.6.5.5 consult, and make recommendations to the Municipal Council, on –

7.6.5.5.1 Proposed improvements to skills audit processes

7.6.5.5.2 Findings and priorities emerging from the skills audit presented by management

7.6.5.5.3 The draft workplace skills plan

7.6.5.5.4 Management's regular skills development report; and

7.6.5.5.5 Skills development policy of the Municipality.

## **8. POLICY MONITORING AND EVALUATION**

8.1 This policy shall be implemented and effective once recommended by the Local Labour Forum and approved by Council.

8.2 Non-compliance to the stipulations contained in this policy shall be regarded as misconduct, which shall be dealt with in terms of the Code of Conduct.

8.3 Head of Corporate Services shall carry out the monitoring and evaluation of the policy's implementation.



**9. POLICY APPROVAL**

This policy was formulated by HR Management in consultation with the Local Labour Forum.

Approved by Municipal Council:

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

