



HGDA Farmers Market, Erf 2226, Portion 27 Ellerton Farm, Ixopo,
Tel:039 834 2470/ 039 834 1362

SKILLS DEVELOPMENT AND TRAINING POLICY


Approved Date: 31/03/2023	Effective Date: 01/04/2023
Review Date: 06/01/2023	Signature: 

TABLE OF CONTENTS

CONTENT	PAGE
1. PREAMBLE.	3
2. PURPOSE.	3
3. SCOPE.	3
4. LEGISLATIVE & POLICY FRAMEWORK	4
5. DEFINITIONS	4
6. STATEMENTS	4
7. POLICY PROVISION	5-18
8. POLICY MONITORING & EVALUATION	18

1.

PREAMBLE

The Harry Gwala Development Agency (HGDA) is 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. Training and programmes will also be provided to enable employees to acquire the skills, knowledge and other attributes and develop their potential to meet the HGDA's future human resources needs.

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 HRD Strategy, 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 Harry Gwala Development Agency's succession planning; and
- 2.6 To promote and facilitate participation of unemployed learners in learnerships

3. **SCOPE OF APPLICATION**

This policy applies to all staff members of the Harry Gwala Development Agency, learners in cases of learnership programmes for students who are not staff members, and interns, where applicable and capacity building for all HGDA Board Members

4. LEGISLATIVE AND POLICY FRAMEWORK

- Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996)
- Municipal Systems Act, 2000 (Act No. 32 of 2000)
- Municipal Structures Act, 1998 (Act No. 117 of 1998)
- Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
- Labour Relations Act, 1995 (Act No. 66 of 1995)
- Employment Equity, 1998 (Act No. 55 of 1998)
- Skills Development Act, (Act No. 97 of 1998)
- Local Government: Regulations on appointment and conditions of employment of senior managers, 2014
- Local Government: Municipal Staff Regulations, 2021
- Local Government: Guidelines for the Implementation of the Municipal Staff Regulations, 2021
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)
- National Skills Development Strategy
- National Qualifications Framework
- South African Qualifications Authority Act, 1995 (Act No. 58 of 1995)
- Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993)
- Skills Development Levies Act, 1999 (Act No. 9 of 1999)
- National Youth Commission Act, 1996 (Act No. 19 of 1996)

5. DEFINITIONS

All terminology used in this policy shall bear the same meaning as in the Regulations or applicable legislation.

6. STATEMENT

Harry Gwala Development Agency envisages the following desired outcomes:

- Competent and skilled workforce
- Highly performing and motivated staff
- Efficient systems and policies
- Diversified workforce
- Economic growth within the district

7. POLICY PROVISIONS

7.1 Principles of skills development

1. Skills development shall –

- (a)** support the achievement of the Harry Gwala Development Agency's goals set out in the Integrated Development Plan by providing critical skills that ensure the delivery of quality services;
- (b)** promote the development and retention of competent staff, including the development of technical, professional and specialist staff who have the required qualifications and skills;
- (c)** support the employment equity objectives of the Harry Gwala Development Agency;
- (d)** 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;
- (e)** 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
- (f)** be designed to support and reinforce other capacity building programmes in the Harry Gwala Development Agency.

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

7.1.2 The Harry Gwala Development Agency shall support its staff members by –

- (a)** clarifying the skills required for jobs, identifying relevant skills needs and developing opportunities to satisfy the skills needs;

(b) identifying new skills and knowledge required by staff to support their career growth and progression;

(c) 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 The skills development process shall involve planning, skills assessment, implementation, and review.

7.2 Skills development planning

1. Alignment to strategic planning cycles

The determination of Agency skills needs, priorities and budgets shall be

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

(b) aligned to the strategic planning cycles associated with the –

(i) Integrated Development Plan;

(ii) Agency budget;

(iii) human resource planning; and

(iv) performance management cycle.

7.2.1 Determination of skills needs

Skills needs in the Harry Gwala Development Agency shall be determined by conducting –

- (a) skills needs analysis, in which the Harry Gwala Development Agency shall identify skills needs at Agency
- (b) and department levels based on critical roles and job categories and associated competencies; and
- (c) 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.

7.2.2 Skills needs analysis

- (a) The Harry Gwala Development Agency shall conduct a skills needs analysis that analyses the Harry Gwala Development Agency's skills needs and assesses the skills constraints on service delivery in the Harry Gwala Development Agency as a whole and in each department or function.
- (b) The skills needs analysis shall identify the priority skills needs, which when effectively developed, will have a marked impact on the Harry Gwala Development Agency's performance.
- (c) The process of identifying the skills needs shall –
 - (i) be guided by the critical and scarce skills lists for the sector published by the Minister for Higher Education and Training and the Local Government
 - (ii) take into account the related institutional capacity needs and workplace skills plan of the Harry Gwala Development Agency; and
 - (iii) cover all major roles in the Harry Gwala Development Agency, including –
 - (aa) management and leadership roles that –
 - (1) require strategic and analytical functions;
 - (2) involve a relatively high degree of discretionary decision-making;

(3) have a relatively high level of risk associated with decisions made; or

(4) require long lead times (2+ years) to develop the qualifications and a further time (3+ years) to develop the experience required to be able to perform competently.

(bb) technical, specialist, professional and administrative roles; and

(cc) specified priority skills needs.

(d) The skills needs analysis shall be based on –

(i) a strategic evaluation of skills needs that have constrained the service delivery and performance of the Harry Gwala Development Agency and each of its departments or functions in the current year;

(ii) 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;

(iii) a review of the effectiveness of the implementation of previous priority skills development programmes and interventions; and

(iv) an analysis of individual staff member personal development plans to identify common skills needs across job categories.

7.2.3 Staff skills audit

- (a) The Harry Gwala Development Agency 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.
- (b) A skills audit may comprise –
 - (i) biographical audits, which includes information on the educational qualifications and experience of the staff member;
 - (ii) perception based assessments; and
 - (iii) evidence based assessments, including assessments using psychometric instruments.
- (c) A skills audit shall be conducted once every five-years within 24 months from the election of the new Board of a Harry Gwala Development Agency.

7.2.4 Recognition of prior learning assessment

- (a) 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.
- (b) Recognition of prior learning assessment shall be conducted –
 - (i) by service providers that are accredited by the relevant Education and Training Quality Assurance Body; and
 - (ii) in line with the provisions of the National Qualifications Framework established in terms of the National Qualifications Framework Act.

7.2.5 Personal development plans

- (a) Every staff member shall have a personal development plan that sets out the strategies to –
 - (i) 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
 - (ii) develop new skills and provide exposure to new areas of work, which are aligned to the Harry Gwala Development Agency's strategic objectives.
- (b) The personal development plan shall take account of the skills audit and the requirements of the performance management system.
- (c) A staff member may only undergo training that is –
 - (i) contained in personal development plan; or
 - (ii) approved by the municipal manager or his or her delegate.

7.2.6 Workplace skills plan

- (a) The Harry Gwala Development Agency shall develop a workplace skills plan arising from the outcomes of institutional skills needs analysis and the individual skills audits.
- (b) The workplace skills plan shall include –
 - (i) the priority skills needs for the Harry Gwala Development Agency and each department or function;
 - (ii) the associated interventions that the Harry Gwala Development Agency intends conducting; and

- (iii) an aggregation of the learning and development initiatives from staff members' personal development plans.
- (c) The workplace skills plan shall be included in the Harry Gwala Development Agency's HR Development Strategy.
- (d) The Harry Gwala Development Agency shall submit a completed workplace skills plan to the CEO on 30 April of each year.

7.2.7 Budgeting for skills development

- (a) The Harry Gwala Development Agency shall establish a skills development budget that provides funding for the priority skills needs identified in the workplace skills plan.
- (b) Funding for training and development of staff will derive from –
 - (i) the Harry Gwala Development Agency's own training budget;
 - (ii) the skills development levies as prescribed in terms of Skills Development Levies Act 9 of 1999;
 - (iii) discretionary and mandatory grants received from LGSETA; and
 - (iv) provincial and national government capacity building grants.

7.3 Implementing skills development

7.3.1 Types of skills development programmes

The Harry Gwala Development Agency shall focus on developing priority skills through –

- (a) structured learning programmes, which shall include learnerships, apprenticeships, technicians-in-training programmes, and graduates-in-training programmes;

(b) structured on-the-job learning and development, which may include –

(i) professional coaching of staff members by an external or internal expert coach where such capacity exists;

(ii) coaching of staff members by supervisors, including guiding a staff member to develop new skills;

(iii) mentoring staff members to acquire technical, professional or specialist skills, which may include structured mentorship programmes;

(iv) the creation of work exposure opportunities that may accelerate learning and or skills development, including –

- allocating staff members to a specific project;
- seconding a staff member to another department or work area to increase the staff member's exposure to other work processes and systems;
- increasing the responsibilities allocated to a staff member;
- rotating staff members through the full range of activities of a particular process or department; and
- 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

(c) professional development programmes.

7.3.2 Succession planning

The Harry Gwala Development Agency shall develop future managers in order to ensure seamless succession of competent leaders, as follows:

- (a) Carry out a potential staff member search and matching through -
 - (i) nomination of staff members who are considered for succession planning, ensuring representation of qualified women, Black people, and staff members with disabilities;
 - (ii) nomination criteria that include staff member who –
 - (a) show an interest to be nominated
 - (b) are able to work without supervision
 - (c) show a commitment to deliver beyond what is required
 - (d) display consistent high performance in their duties, in attaining targets, and with a rating scored at outstanding level; and
 - (e) demonstrate potential to operate at a high level.
- (b) Create a succession pool of staff members who demonstrate desirable values, behaviour and competencies to be potential successors, and -
 - (i) 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
 - (ii) nominate two (2) or more staff members for possible succession per post to cater for natural attrition / turnover.
- (c) Enter formal agreements with staff members earmarked for succession planning to protect the interests of both the staff

member and the Harry Gwala Development Agency. The agreement shall outline the following:

- (i) Staff members shall not be guaranteed appointments in posts that they are prepared for, and shall have to compete for the posts when advertised;
 - (ii) The succession period for each successor shall range from six (6) to twelve (12) months; and
 - (iii) A successor who has failed to make an impression during the interviews shall not be guaranteed a stay in the programme.
- (d) Consultants contracted to the Harry Gwala Development Agency shall be obliged to act as mentors to nominated staff members for skill transfer during contract duration.
 - (e) Successors shall have properly designed career paths to ensure that they gain most appropriate experience for their future roles.

7.3.3 Obligations of the Harry Gwala Development Agency

- (a) Supervisors shall ensure the development of staff members through re-allocation, rotation and secondment of staff members across functions within the Harry Gwala Development Agency with due regard to service delivery requirements, where applicable.
- (b) The Harry Gwala Development Agency shall ensure the effective management of the quality of learning delivery, especially that provided by external training providers.
- (c) Supervisors shall be encouraged to gain coaching skills and shall actively coach and support the development of staff members who report to them.
- (d) The Harry Gwala Development Agency 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.

7.4 Evaluating skills development quality and impact

7.4.1 The Harry Gwala Development Agency shall –

- (a)** conduct regular evaluations of the workplace skills plan and personal development plans, as well as their implementation; and
- (b)** adjust its learning programmes to improve its effectiveness, including the impact on reducing the skills constraint on service delivery.

7.4.2 The Harry Gwala Development Agency shall ensure that –

- (a)** every supervisor reports annually on progress on implementing staff personal development plans and the other programmes contained in the workplace skills plan;
- (b)** the effect of implementing personal development plans for staff is evaluated;
- (c)** 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
- (d)** regular skills development reports and evaluation results are –
 - (i)** integrated into the wider capacity building initiatives within the Harry Gwala Development Agency; and reporting to the CEO.

7.5 Payment for skills development programmes

- 7.5.1** The Harry Gwala Development Agency 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 Where the Harry Gwala Development Agency agrees to pay for a learning programme, the staff member shall be required to work for the Harry Gwala Development Agency 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 Harry Gwala Development Agency 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 –

- (a) actively manage their own development, whether for their current role or for their future career opportunities, based on their personal development plan
;
- (b) participate actively in skills audits;
- (c) develop and reflect on their personal development plans with their supervisor;
- (d) commit to development that coincides with the Harry Gwala Development Agency's priority skills;
- (e) participate actively in all forms of learning, training and development which will assist the staff member to meet agreed needs;
- (f) stay abreast of and apply new knowledge and skills in their field of expertise; and

- (g) provide feedback on the outcomes, effectiveness and relevance of training and development received.

7.6.2 A supervisor shall –

- (a) link skills development to the priorities of their function, the integrated development plan and to the outcomes of the performance management process;
- (b) monitor skills need 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;
- (c) develop, report on and review progress with the personal development plans of the staff members who report to the supervisor or supervisor;
- (d) 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 Harry Gwala Development Agency;
- (e) provide coaching to and support for the development of staff members;
- (f) provide input into the content of training programmes, if relevant;
- (g) allow their subordinates time off for training, as agreed in training schedules and plans; and
- (h) actively facilitate the application of learning back on the job.

7.6.3 The Skills Development Facilitator shall –

- (a) facilitate the adoption of the Workplace Skills Plan, including liaising with the CEO;

- (b) facilitate the implementation of skills development programmes with supervisors, staff members and external training providers; and
- (c) liaise with the LGSETA and ensure that the Harry Gwala Development Agency 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 –

- (a) be chaired by Skills Development Facilitator/HRD Administrator;
- (b) have an equal number of managers and representatives of staff of Harry Gwala Development Agency
- (c) consult, and make recommendations to the CEO, on –
 - (i) proposed improvements to skills audit processes;
 - (ii) findings and priorities emerging from the skills audit presented by management;
 - (iii) the draft workplace skills plan;
 - (iv) management's regular skills development report; and
 - (v) skills development policy of the Harry Gwala Development Agency.

8. POLICY MONITORING AND EVALUATION

8.1 This policy shall be implemented and effective once recommended and approved by Board

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