

16. TRAINING RESPONSIBILITIES

ROLES AND RESPONSIBILITIES

16.1 Council

The Council's role is to encourage and facilitate the education, training and development of all employees and councilors in recognition of the strategic importance thereof. The Council is responsible for:

- Ensuring compliance with relevant legislation and national strategies, as well as consultation with the unions with regards to the implementation thereof.
  - Approving (with due consultation) the education, training and development policy, the Workplace Skills Plans, and the implementation thereof. Evaluating and assessing results and/or progress.
  - Providing the required resources as well as the infrastructure for delivery in order to meet strategic objectives, implementation plans and priorities of education, training and development.
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- Approve Human Resource Training and Development Policy.
  - Allow workers participation in training programmes.
  - Support justified training programmes and activities.
  - Identify training needs of the community.
  - Provide study bursaries loans in accordance with approved criteria and Council policy.
  - Provide experiential training for students or projects where the capacity to do so exists.
  - Devise mechanisms and utilize available resources to provide for the necessary developmental opportunities for the community via the community based structures within the context of local government.
  - Implement legislation pertaining to training and development.

**16.2 Line Managers (Unit and Section Managers)**

The education, training and development of staff are a key performance area for line management. Their role is proactive, developmental and monitoring. Line management is primarily responsible and accountable for:

- Ensuring that employees are educated, developed and trained to do their work competently by continually monitoring performance and identifying developmental needs.
- Coaching, counselling and mentoring staff on an on-going basis.
- Liaising with Training and Development Officer (HRM) to address the identified developmental needs.
- Facilitating and actively supporting the transfer of skills to the workplace (i.e. the implementation of the newly acquired or enhance skills and knowledge)
- Monitoring and evaluating the acquisition of and the subsequent transfer of skills, knowledge and attitudes (competencies) in the workplace and taking the necessary action.
- Familiarising themselves with the relevant legislation in order to ensure compliance.
- Any person in authority either a supervisor, unit/section manager, Director or Municipal Manager shall not refuse an employee to attend training when the training/course is approved by Rustenburg Local municipality/Council in the Workplace Skills Plan.
- Any person in authority either a supervisor, unit/section manager, Director shall not distract the attention of an employee by calling him/her out during the course/training proceedings.
- Ensure that employees are informed in time of the courses they are nominated to attend and failure to do so will be

regarded as misconduct from the manager's part which shall be handled as such in terms of our disciplinary code.

**16.3 Employees**

Employees should play an active role in the identification of their own developmental needs, and should commit themselves to participation in and ownership of education, training and development programmes in order to ensure the success of learning interventions. Their responsibilities include:

- Liaising with Line Management regarding their competency and performance in order to identify developmental needs.
- Making use of education, training and development opportunities in a responsible manner.
- Transferring the newly acquired or enhanced skills, knowledge and attitudes into the workplace, thus improving performance.
- Ensuring that when nominated to attend a course/programme they are in class, on time for the duration of the course/training.
- No employee shall refuse training for any reason whatsoever unless the employee is sick, on maternity/special leave.
- Any employees who is nominated to attend a generic course/training shall be informed at leased a month prior to the commencement of the course/training and when it is a technical course/training she/he shall be informed at leased two weeks prior to the commencement of the course/training. When there is an unforeseen circumstance which may contribute to the delay of information to be distributed within the above mentioned period on both generic and technical courses, at least two weeks prior to the commencement of the course/training shall be reasonable. In case of emergency the candidate/delegate/employee must inform the training section in writing of his/her unavailability to attend such course/training.
- Any employee who fails to pitch up/or attend training/course that is properly arranged and he/she was informed on time

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and he/she is aware of such training, shall be responsible to pay back monies paid by the Municipality for him/her to attend such course/training. Such monies will fall back to education, training and development vote to augment training budget and or shall be charged with misconduct in terms of the disciplinary code.

- Any person/employee who fails to submit his/her portfolio of evidence (POE) inclusive of writing exams as required by the training provider, shall be responsible to pay back monies paid by the Municipality for him/her to attend such course/training. Such monies will fall back to education, training and development vote to augment training budget and or shall be charged with misconduct in terms of the disciplinary code.
- Refusal of Education Training and Development by an employee shall be treated as a misconduct in terms of our disciplinary code on the part of an employee, such employee will be required to write a letter and sign it giving reasons as to why he/she is refusing or unable to attend Education Training and Development course. Such letter will be kept in his file for record purposes.
- Make preparations to undergo training in a motivated and creative way.
- Apply the acquired competencies in the workplace.
- Attend training courses when nominated and take charge of own career.
- Adhere to service obligations.
- Evaluation of training received.

### 16.3.1 Councillors

Councillors should play an active role in the identification of their own developmental needs, and should commit themselves to participation in and ownership of education, training and development programmes in order to ensure the success of learning interventions. Their responsibilities include:

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- Liaising with the office of the speaker regarding their competency and performance in order to identify developmental needs.
- Making use of education, training and development opportunities in a responsible manner.
- Transferring the newly acquired or enhanced skills, knowledge and attitudes into their functions as councillors, thus improving performance.
- Ensuring that when nominated to attend a course/programme they are in class, on time for the duration of the course/training.
- Any councillor who is nominated to attend a course/training shall be informed at least a month prior to the commencement of the course/training. When there is an unforeseen circumstance which may contribute to the delay of information to be distributed within the above mentioned period, at least two weeks prior to the commencement of the course/training shall be reasonable. In case of emergency the candidate/delegate/employee must inform the speaker's office in writing of his/her unavailability to attend such course/training.
- Any councillor who fails to pitch up/or attend training/course that is properly arranged and he/she was informed on time and he/she is aware of such training, shall be responsible to pay back monies paid by the Municipality for him/her to attend such course/training. Such monies will fall back to education, training and development vote to augment training budget.
- Any person/councillor who fails to submit his/her portfolio of evidence (POE) inclusive of writing exams as required by the training provider, shall be responsible to pay back monies paid by the Municipality for him/her to attend such course/training. Such monies will fall back to education, training and development vote to augment training budget.

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- Make preparations to undergo training in a motivated and creative way.
- Apply the acquired competencies in the workplace or his/her functions.
- Attend training courses when nominated and take charge of own career.
- Adhere to service obligations.
- Evaluation of training received.

### 16.4 Labour

The recognized collective employees' organisations are acknowledged as stakeholders in the processes of skills development. They should play an active role in consultative forums in order to represent the interest of their members both collectively and individually with regards to education, training and development. Their responsibility includes:

- Informing, encouraging and motivating their members to participate in appropriate education, training and development interventions.
- Actively engaging in the consultative forums and processes regarding skills development.
- Familiarising themselves with the relevant legislation in order to ensure compliance.

### 16.5 Human Resource Department

The Human Resource Department plays a supportive and integrative role with regards to education, training and development. The HRD is primarily responsible for:

- Providing the infrastructure, system, procedures and policies to ensure compliance with legislative requirements and corporate education, training and development initiatives.
- Ensuring that all education, training and development activities and initiatives are aligned with the overall integrated Human Resource Management strategy for the organisation.

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- HRD must introduce coaching and mentoring as another form of on the job training, using work to provide planned opportunities for learning under guidance to help individuals within the organisation to perform over the short term so that business goals are met.
- HRD must encourage mentoring to ensure that employees and managers are continuously developed so that the organisation's performance can be sustained and improved over the long term (A good mentor is in all probability also a good manager and leader)

### 16.6 Training and Development Division

The Training and Development Division within Human Resources plays a strategic, facilitative, consultative and coordination role with regards to all education, training and development interventions in order to facilitate learning throughout the organisation. Training and Development Division is responsible for:

- Facilitating, implementing, monitoring, evaluating and assessing all learning interventions as set out in the policy framework.
- Advising and providing guidance to all role players with regards to education, training and development initiatives of the corporate or a functional specific nature.
- Ensuring the development and implementation of the workplace skills plan.
- Establishing and maintaining a data base with all relevant information of the education, training and development of any particular staff member.
- Custodian of the Training and Development Policies.
- Monitoring and reporting on budgets and expenditure relating to education, training and development.
- Liaising and co-operating with all relevant parties

- Keeping track of all the mandatory and discretionary grants received from LGSETA and other funders to ensure that the training budget is augmented.
- Coordinate and facilitate corporate training activities.
- Maintenance of Human Resource Training and Development Policy.
- Administrate the policy of Bursary Fund.
- Advise directorates on training issues.
- Manage the secretariat of the Human Resource Training and Development Committees.

#### **16.7 Training Committee**

The role of the training committee is that of a consultative forum for the organisation, primarily responsible for:

- Interpreting and translating national and local education, training and development issues with a view to informing strategy and policy in the RLM.
- Determining the strategic direction of education, training and development in alignment with the corporate vision, mission and values of the organisation.
- Developing the Skills Development Plan in accordance with legislative, regulatory and organisational priority requirements.
- Ensuring the uniformity of the implementation of education, training and development strategies, interventions and initiatives at a corporate level.
- Monitoring and evaluating the implementation of the Skills Development Plans.

#### **16.8 External Education, Training and Development Providers**

In order to ensure effective implementation of the Workplace Skills Plan external ETD providers may be utilised. The External Providers are responsible for:

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- Ensuring that they comply with the conditions/requirements as set out in the contract with MUNICIPALITY
- Conduct continuous integrative assessments where appropriate.
- Training Providers selected to carry out training must be prepared to stand by their word that the implementation of their training programme will make a difference. If the programme fails, they should be held liable or should commit to re-training prior to the starting of the course/training.
- Ensure that training is learner orientated and outcomes and standards-based in line with the NQF.
- Service Providers or course Co-ordinators must keep track of variety of training courses and seminars, open and flexible learning, Adult Basic Education and Training and align training programmes with the legislative requirements of the SAQA Act and Skills Development Act.
- Service Providers where a need arise shall be assessed by our Moderators and Assessors for quality purposes of their learning programmes.
- Use training time to the maximum benefit of the Council and trainees.
- Advice and work in conjunction with the Council, management and trainees to meet their responsibilities.
- Create an environment that is conducive to training.
- Act as facilitator and change agent by providing goal-oriented and cost-effective training in a professional and participative manner in accordance with approved training procedures and principles.
- Identify training needs.

### 16.9 Skills Development Facilitator

The roles of the skills development facilitator is to ensure compliance as per legislative requirements and to act as a link to the LGSETA. The responsibilities include the following:

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- Establishing consultative structures.
- Preparing and submitting the Workplace Skills Plan.
- Ensuring the implementation of the Workplace Skills Plan.
- Reporting on the implementation of the Workplace Skills Plan.
- Ensuring the effective management and co-ordination of the arrangements related to the skills development levy and levy grants.
- Acting as convenor of the MUNICIPALITY Training Committee.
- Facilitate communication between Council and the LGSETA.
- Coordinate and monitor the submission of Portfolio of Evidence from learners/employees to responsible training providers.

### 16.11 Training responsibilities of the Municipal Manager

- Ensure that top management participates in the management development programme.
- Ensure that the Human Resource Training and Development Policy is effectively implemented.
- Ensure that Training and Skills Development of employees forms part of Directors Key Performance Areas/Indicators during the evaluation process

### 16.12 Training responsibilities of Directors

- Take responsibility for the training and development of employees in the directorate.
- Ensure that the directorate has data on employees attending courses, training needs etc.

**17. CODE OF CONDUCT FOR TRAINERS/TRAINING PROVIDERS**

The trainer must not undertake to carry out any enterprising activities or operations which may turn out to be disadvantageous to government institutions or government-controlled training bodies. Healthy competition and initiative, is however acceptable and commendable.

The trainer must be prepared to work in conjunction with the training advisors, the regional training committees and relevant SETA's on matters relating to and concerning the promotion of training.

In the interest of the organization and the community, the trainer must make use of existing courses, programs or available services where possible. This will eliminate unnecessary duplication and can also have development costs.

In order to promote training in general, the trainer should introduce any new developments or methods and systems in his/her field which he/she has developed by means of publications or presentations.

With regard to colleagues in the field of training, every trainer is obliged to admonish persons guilty of unethical behavior and if necessary report such matters to the relevant controlling body or employer.

**18. ETHICAL REQUIREMENTS**

The trainer/training provider must at all times develop and expand his/her knowledge and skills by means of reading, courses and self-tuition.

As far as practically possible, the trainer must base his/her training on accepted and proven learning and instruction principles. This does not imply that he/she must not investigate or test new approaches, but that if a new terrain is explored, he/she must first prepare him/herself thoroughly and execute the tasks on a scientific and verifiable basis.

The trainer must at all times ensure that the resources, media and techniques applied are beneficial for the training and under no circumstances be disadvantageous to the trainees.

The trainer must include evaluation and follow-up programs as part of his/her tasks and duties, in order to determine the effectiveness of training. Short and medium-term follow-up practices should be instituted where practically possible.

The keeping of acceptable and verifiable records of all training offered should be a standard procedure of the trainer's administrative duties. In general the trainer must refrain from conducting courses in areas of which he/she is aware that knowledge and skills are lacking.

**19. ETHICAL RESPONSIBILITIES**

A trainer/training provider should refrain from interfering with the private lives of any learner or colleague.

Trainer/training provider must refrain from expressing negative criticism regarding the Council or authorities that employs him/her during training sessions, or in the presence of the trainees. In fact, no negative criticism may at any time be uttered without verifiable grounds.

The trainer/training provider must pay particular attention to copyright in respect of programs.

Where the trainer/training provider has made use of courses or course elements other than the developed by him/herself, the sources must be acknowledged.

The trainer must refrain from making any claims on successes, which do not have verifiable grounds.

The trainer/training provider must refrain from accepting any bribes or gifts offered by any individual or body, and whose aims are to benefit from such gifts or bribes.

**20. DEVELOPMENT OF TRAINERS**

Trainers in the service of the Council must at all times attend training and development opportunities in order to stay abreast with matters concerning Local Government.

Such training and development programs are set up by way of structured process and in keeping with strategic career planning needs.

**21. APPROVAL AND ADMINISTRATION**

The Human Resources Training and Development section, and Skills Development Committee will be responsible to recommend training requests for both external and internal training. Approval for the implementation of training programmes will be the responsibility of the Director: Corporate Support Services in accordance with the approved Workplace Skills Plan.

When receiving quotations from service providers, the following information should be obtained as well:

- Contents of training to be provided;
- NQF levels and credits of the training program to be provided;
- Duration of the training program to be provided;

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- Accreditation status;
- Certified copy of certificate of accreditation;
- Original tax clearance certificate; and
- HDI status.

Copies of these documents should be kept and filed for record purposes. Section Manager Training and Development should ensure that payments are made upon receiving invoices from service providers. A payment pack should be prepared as follows;

Attached to this payment pack, should be the following documentation:

- Original quotation received from service provider;
- Original tax clearance certificate of the service provider;
- Certified copies of accreditation certificates of the service provider;
- An original invoice from the service provider; and
- A payment approval form.

The payment approval should be signed by Section Manager Training and Development, Unit Manager Human Resources for reviewal and approval, Director Corporate Support Services for final approval/office of the speaker in case of councillors.

After final approval from Director Corporate Support Services, the payment pack should be sent to Finance for payment.

## 22. DELEGATIONS

All matters pertaining to training and development shall be delegated to the Director: Corporate Support Services. Training of employees within different Directorates shall be approved and monitored (external and internal) by the Director: Corporate Support Services in consultation with the Head: Human Resources Management and Manager Training and Development.

**23. CONSTITUTION OF THE HUMAN RESOURCE TRAINING AND SKILLS DEVELOPMENT COMMITTEE**

**Human Resource Training and Skills Development Committee (HTSDC)**

The Rustenburg Local Municipality shall establish the Human Resource Training and Skills Development Committee in accordance with the Skills Development Act. The decision on all training and development related matters must be broad based and as inclusive as possible to accommodate inputs of all stakeholders represented in the Skills Development Committee.

**23.1 Name**

The Committee shall be known as the Human Resource Training and Skills Development Committee hereafter referred to as HTSDC.

**23.2 Objectives**

The HTSDC considers itself as a key role player in the implementation of the Human Resource Training and Development Policy, by means of pursuing the following objectives:

- To promote the education, training and development of all employees.
- To establish a culture and climate conducive to education, training and development.
- To place responsibilities on appropriate executive levels.
- To develop and deepen workplace democracy

**23.3 Functions**

The responsibilities of the Human Resource Training and SDC are as follows:

- Formulate and revise the Human Resource Training and Development Policy.
- Determining of training needs in the various directorates.
- Identify approved and applicable courses, workshops and programmes.
- Ensure that the Human Resource Management Unit receives nominations within the stated time frame.

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- Identify and address reasons for poor or non-attendance of courses nominated for.
- Evaluation of training and development by receiving and giving of feedback to the Council.
- To carry out the supervision of ethical responsibilities of training and instructors.
- Encourage line management in taking ownership of the training process by means of pre- and post-training discussions with nominees.
- Make recommendations to the Council regarding training needs, priorities and funds required after the determining of training needs in the various directorates as well as identification of accredited training providers.

### 23.4 The responsibilities of the Directorates Training and SDC are as follows:

- Formulate and revise the Human Resource Training and Development Policy.
- Determining of training needs in the various units.
- Identify approved and applicable courses, workshops and programmes.
- Ensure that the Human Resource Management Unit receives nominations within the stated time frame.
- Identify and address reasons for poor or non-attendance of courses nominated for.
- Evaluation of training and development by receiving and giving of feedback to the Human Resource SDC.
- To carry out the supervision of ethical responsibilities of training and instructors.
- Encourage line management in taking ownership of the training process by means of pre- and post-training discussions with nominees.
- Make recommendations to the Human Resource Training and SDC regarding training needs, priorities, nominated members for courses and funds required after the

determining of training needs in the various units as well as identification of accredited training providers.

- Failure by the training committee to perform the above mentioned functions in terms of this policy shall be dissolved and elections of the new committee shall take place.

### **23.5 Composition (Human Resource Training and Skills Development Committee)**

The Human Resource Training and Skills Development Committee will consist of the following members:

- Chairperson: Appointed/elected by the Committee.
- All Directors or their representatives and councillors.(Management composition)
- Personnel of the Human Resource Training and Skills Development Division (will also act as Secretary)
- On behalf of employees: Representatives/Unions according to their membership proportional representation
- Chairperson or Secretary of Directorates Training and SDC
- Additional members can be co-opted with specific knowledge, skills and experience (subject specialist).

Members of the committee should be fully informed regarding the training process which consists of the determining of training needs, available courses etc.

### **23.6 Composition (Directorates Training and Skills Development Committee)**

The Directorates Training and Skills Development Committee will consist of the following members:

- Chairperson: Appointed/elected by the Committee.
- Secretary: Appointed/elected by the Committee
- Director and his/her representatives (Senior/middle Management)
- MMC of the Directorate or his/her representative.
- On behalf of employees: Representatives/Unions

- Additional members can be co-opted with specific knowledge, skills and experience (subject specialist).

### 23.7 Term of Office (Human Resource and Directorates Training and Skills Development Committees)

The nominated members will serve for a period of (5) years on the Committee. After the expiry period of 5 years of the committee, Corporate Support Services Training Unit shall conduct elections for new committee members for the Directorates Training and Skills Development Committee. The Human Resource Training and Skills Development Committee each party shall send representatives according to the prescription of the Organizational Rights Agreement composition. Members must relinquish their duties on resignation.

A member shall automatically cease to be a member of the committee after failing to attend three consecutive meetings without an apology or valid reason. The party affected when this happens at the Human Resource Training and Skills Development Committee shall be requested to send a replacement from their side. In the case this happens at the Directorate Training and Skills Development Committee, the committee Chairperson or Secretary shall organize a meeting with the affected unit to conduct an election or nomination process for the replacement and/or request the affected unit to send a replacement.

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### 23.8 Meetings

The Human Resource Training and Skills Development Committee will meet quarterly on the last Wednesday of the month. A special meeting can be convened under urgent circumstances.

The Secretary must keep written minutes of each meeting and submit it to the chairperson after which it will be forwarded to members after approval.

Members of the Human Resource Training and Skills Development Committee must submit items for discussions in writing to the Secretary (Two weeks) before the commencement of the meeting, for the timeous compilation and distribution of the agenda which shall be distributed seven days prior to the meeting to members. Directorates Training and Skills Development Committees shall meet monthly keep records of their meetings and submit them to the HR Training Unit for record purposes.

### 23.9 Quorum

50% plus or all parties must be represented to form a quorum at the Human Resource Training and SDC and Directorates TSDC meetings. Decisions must be taken on the basis of discussion and consensus.

**23.10 Duties of Members**

The Chairperson must lead the meetings by virtue of accepted meeting procedures and must see to it that it abides by the Constitution at all times. He/she must also perform all duties that are usually attached to the position of Chairperson.

The Secretary must attend all SDC meetings, handle secretarial duties such as the taking and sending of minutes, submission of minutes for approval, compiling and sending of agendas/reports and follow-up on resolutions of the Skills Development Committee.

The members are expected to carry the interests of the Council and directorates which they represent in this committee, at heart and at all times to set an example for their colleagues.

**23.11 Acceptance of Constitution**

This constitution is to be approved and accepted by the Council and will be binding to all members of the Skills Development Committee.

**24. REPLACEMENT**

Replacement of an employee/councillor is allowed, subject to the supervisor's approval in consultation with the affected employee's directorate training and development committee's executive and Training and Development Section/division of HR for final approval/office of the speaker for final approval in case of councillors. The affected employees/councillor must write a letter and state reasons as to why he/she is not able to attend to training/course.

Replacement of an employee/councillor nominated to attend a course/training in the WSP of the current financial year of training, shall be done under the following circumstances:

- An employee/councillor is on emergency/ or family responsibility leave
- An employee/councillor is on sick leave and produces a doctor's medical certificate if required to do so.
- An employee/councillor is on annual leave that is approved by a supervisor or any person in authority.

**25. IMPLEMENTATION AND MONITORING**

This policy will be implemented and effective once recommended by the Local Labour Forum and approved by Council

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**26. COMMUNICATION**

This policy will be communicated to all Municipal employees using the full range of communication methods available to the municipality.

**27. POLICY REVIEW**

This policy will be reviewed annually and revised as necessary

**28. BUDGET AND RESOURCES**

The financial and resource implication/s related to the implementation of this policy should be qualified and quantified.

**29. 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.

**30. DISPUTE RESOLUTION**

Any dispute arising from this policy due to ambiguous wording or phrasing must be referred to the necessary grievance procedure for adjudication. Resolution from the grievance procedure must be incorporated into the policy when consensus is reached.

**31. AUTHORITY: CONSULTED**

LLF Chairperson \_\_\_\_\_ Date \_\_\_\_\_

(Labour Parties):

SAMWU \_\_\_\_\_ Date \_\_\_\_\_

IMATU \_\_\_\_\_ Date \_\_\_\_\_

MM approval \_\_\_\_\_ Date \_\_\_\_\_

Executive Mayor \_\_\_\_\_ Date \_\_\_\_\_