



MSUKALIGWA LOCAL MUNICIPALITY



AMENDED CAPACITY BUILDING POLICY

LM 1745/03/2005

PREAMBLE

Msukaligwa Local Municipality recognizes the importance of its human resources in the operation of a successful business, and acknowledges that human assets are the most vital assets that any company can have. Human resource development is a systematic procedure designed to ensure that the municipality has effective and efficient leaders, and skilled, well trained, motivated employees who will meet the strategic organizational needs of the company now and into the future.

MISSION

The Msukaligwa Local Municipality is committed to utilize its human resources to the maximum by offering capacity building interventions to all needy employees with a view to motivate staff for an improved job performance.

ELIGIBILITY

All full-time employees including section 57 employees, employed by the Msukaligwa Local Municipality shall be eligible.

PURPOSE OF CAPACITY BUILDING

The Municipality aims to conduct capacity building and development interventions within approved budgetary constraints and subject to management's sole discretion, which will: -

- Enable it to fulfill its strategic objectives that has been set out in the IDP document;
- Ensure that competent people are available for appointment to skilled positions in the municipality whenever required, and;
- Enable individuals to function optimally in their present post as well as equipping them to fulfill their career aspirations in the context of organisational needs.

EMPLOYMENT EQUITY

- Msukaligwa Local Municipality is committed to achieving equitable development opportunities for all employees but preference will be given to designated employees in line with the Skills Development Act and the Employment Equity Act to redress past inequalities in training, education and employment provisions.
- The Human Resources Development section will promote the development and implementation of this policy and will advise on changes and amendments, which may be appropriate from time to time.

CAPACITY BUILDING PRINCIPLES

An employee is an asset, which appreciates in value for the company. All new members of staff will receive induction training and any one transferred or promoted will be given the appropriate training.

An employee is not employed and trained so that he or she may leave the company after acquiring certain skills and experience.

Successful completion of capacity building interventions does not automatically entitle trainees to promotion or salary increments.

Nominations for training shall be based on individual and organisational needs as identified and approved by Msukaligwa Local Municipality, directors, managers, and supervisors. The training and development philosophy will be based on an integration of job content training as well as management skills and leadership training in accordance with career development plan.

Further requirements: the training process must further adhere to the following:

- Relevance (must lead to accredited qualification);
- Non- racialism;
- Legitimacy;
- Transparency;
- Participativeness;
- Consultativeness;
- Integrated;
- Flexibility;
- Non-sexism;
- Accessibility;
- Accountability;
- Adaptability; and
- Cost effectiveness.

Recognition of Prior Learning (RPL): RPL shall form part of the assessment process of all personnel.

Only accredited institutions of Higher Learning shall be utilized to conduct capacity building interventions and training.

PROCUREMENT OF ACCREDITED TRAINING PROVIDERS

Accredited training providers will be sourced electronically using the website that has all accredited training providers in line with council's procurement policy.

It will not be compulsory to take the lowest training provider but cognizance must be given to credible providers who have the capacity to deliver quality training interventions to the municipality.

DETERMINATION OF CAPACITY BUILDING INTERVENTIONS

Training needs can be identified in various ways. The following methods have been adopted to determine organisational training needs:

- Skills Audit
- Directors, Assistant Directors, Managers, Supervisors
- Needs Analysis
- When training interventions are identified, it should always be focused on the job requirements of specific posts taking into account actual job performance level as compared to the desired performance level of the individual and the organisational needs and objectives of Msukaligwa Local Municipality.

The Municipality accepts that: -

- All training and development activities will be directed by a systematic needs analysis and should be aimed at the improvement of performance towards clearly defined competency standards;
- Talent will be systematically identified, developed in accordance with individual and organisational needs, and mentored;
- Head of Departments shall be accountable for the extent to which they enable their subordinates to fulfill their development objectives;
- Employee development must be cost effective;
- The skills development facilitator and personnel concerned will assume overall responsibility for all training and development activities throughout the organisation by providing advice and assistance on training and capacity building activities.

CAPACITY BUILDING INTERVENTIONS

The following shall be the only training or capacity building interventions that the Municipality shall provide to its employees.

CORPORATE SERVICES DEPARTMENT

- Labour Relations
- Training Management
- Management skills
- Credit control training and debt collection
- Personnel Management
- Law studies
- Typing and Secretariat studies

FINANCE DEPARTMENT

- Numeracy skills
- Basic financial accounting
- Introduction to Municipal Financial Management
- Introduction to internal auditing
- Strategic, Planning the IDP and Budgeting
- Asset Management
- Supply Chain Management
- Procurement and bidding procedures
- Risk Management, internal control and fraud prevention.
- Performance Measurement and Management
- Costing of Municipal activities
- Introduction to inter governmental fiscal relations
- Financial Management of capital projects

MARKETING DEPARTMENT

- Project Management for non financial practitioners
- LED
- Public Relations and Marketing
- Tourism
- Sport Management
- Customer care
- Information management

PUBLIC SAFETY DEPARTMENT

- Natis Course (Compulsory)
- Practical licenses course (not compulsory at this stage)
- Examiner of motor vehicles (New recruits only)
- Examiner of drivers licenses (New recruits only)
- Fire Fighter 1 and 2
- Rescue Technician
- Traffic Basic training for officers (New recruits only)
- Traffic Collusion, Reconstruction and Investigation course
- Hazardous Goods, Transportation and Law Enforcement (Traffic Policing)
- Traffic Officer training for registered traffic officers, as approved by the traffic practitioners council.

COMMUNITY AND HEALTH

- Landscaping
- Pest control
- Waste disposal (Health and safety)
- Supervisory training
- HIV/AIDS Training

ENGINEERING DEPARTMENT

- Project management
- Water and Sewer skills programmes
- Water and Sewer purification
- Roads maintenance (Public works)
- Specialised fitter training
- CAD training
- Electricity

TRAINING REQUESTS/PROPOSALS

Training requests and proposals can also come from individuals or departments, but if the WSP has already been submitted it will only be considered in the next plan for the next financial year

The Human Resources Development Section will from time to time conduct a formal training needs analysis to assist with all long term planning as identified in the IDP document for that specific period. When needs are identified, feedback will be given to all relevant stakeholders.

ATTENDANCE OF SEMINARS, CONGRESSES AND CONFERENCES

The cost for the attendance of seminars, conferences and congresses will not be paid out of the training and capacity building budget but should come out of the specific departments delegations and conference vote number.

PENALTIES FOR NON-ATTENDANCE OF COURSES

The following information is important to all personnel, as well as the implications thereof should a course not be attended:

- the nominee should have all the factual information about the course for which he/she is nominated;
- the responsibility to attend a course is not only the obligation of the nominee, but also that of his/her Director and the department;
- it is thus emphasized that the Director is the responsible person for capacity building and training of subordinates and must ensure that a nominated employee attends a course of which he/she has been nominated;

The following penalties will therefore apply in the case of non-attendance:

- In the case of a department, the department will be levied with the full amount of the course per individual;
- In the case of an employee, the employee will be held responsible and has to pay the cost of the training course in installments not exceeding twenty-four (24) months.

Whoever is held liable for payment of a penalty must be given the opportunity to give reasons why he/she should not be held responsible. If special circumstances are found to have led to the non-attendance, the Director Corporate Services in consultation with the Municipal Manager will have the discretion to review the situation.

APPROVAL AND ADMINISTRATION

The Human Resources Development Section will recommend in line with the identified training and capacity building interventions areas for both external and internal training interventions. Under no circumstances shall Departments approve any external course.

PENALTY PERTAINING TO RESIGNATION AFTER TRAINING

An employee will be required to sign a contract with Council stipulating that the employee will be obliged to remain with Council for a period of 24 months for attending any capacity building or training programme that exceeds an amount of R5000.00. This is to cover Council in the event of resignation, soon after the completion of the course. If the employee cannot complete the 24 months service as agreed, the employee shall be liable to pay pro-rata to Council all training costs incurred by Council, on resignation date.

PENALTY PERTAINING TO UNSUCCESSFUL COMPLETION OF CAPACITY BUILDING INTERVENTIONS

An employee will be afforded one opportunity to achieve a skill or qualification. An unsuccessful employee will be required to repeat the capacity building intervention using his/her own fund. Should an employee decline to repeat the capacity building intervention, then the amount equal to the course fees will be deducted from his/her salary over a period of twenty four months.

LEARNERSHIP PROGRAMMES

Learnership programmes will be implemented instead of bursaries for full time students. Learnerships will provide learning opportunities for the employed and unemployed.

Msukaligwa Municipality intends to implement learnership programmes in the following disciplines:

- i. Water Purification
- ii. Municipal Finance and Administration
- iii. LED
- iv. Primary Agriculture Learnership (Dry land farming, cattle farming, vegetable tunnel farming)
- v. Firefighting

- vi. Community Development Learning
- vii. Electrical Learnership
- Viii Traffic Policing
- ix. Natis Officer.
- x. Disaster Management.
- xi. Safety and Security.

Employees with potential will be selected on merit to participate in the learnership programmes.

SKILLS PROGRAMMES

Msukaligwa Municipality intends to implement skills programmes for employed and unemployed people in the following disciplines:

- i. Water and Sewerage
- ii. Marketing intervention
- iii. Finance programmes
- iv. Human Resources Management
- v. Public Safety Interventions
- vi. Community and Health Interventions

Employees will participate in the skills programme on merit taking into account the job performance of the individual.

FINANCING OF TRAINING AND CAPACITY BUILDING INTERVENTIONS

That Council will be responsible for 100% of all capacity building interventions, excluding part time bursaries, which are accredited in terms of SAQA Act and which will lead to a qualification on NQF.

INTERNAL STUDY POLICY

- I. That the principle of 50% bursary payable by Council will apply to all employees who wish to pursue primary qualifications (Further education and training studies).
- II. That the employee will contribute 50% of the total amount towards the studies.
- III. That the onus will be on the employee to pay the 50% contribution to the learning institution in once off payment or in terms depending on the arrangement made between the institution and the employee. A stop order can be arranged at the Finance Department to pay the outstanding balance in installments if the institution agrees.
- IV. That, for secondary qualifications (honours degrees and masters degrees) a principle of 40% bursary payable by Council will apply to all employees who wish to pursue post graduate studies.
- V. That the employee will contribute 60% of the total amount towards the studies.

- VI. Employees will be allowed to study accredited certificate programmes, diploma studies and degree studies not exceeding 12 months in duration provided that a certificate for the completed courses is issued to the employee at the end of the first year studies.
- VII. Students must study at Tertiary Institutions which are registered by the Education Department. The learning programmes of such institutions must be endorsed by SAQA (South African Qualification Authority) / Council of Higher Education and must lead to a recognized qualification that is registered on the NQF.
- VIII. The Bursary will cover registration and tuition fees only, the costs for prescribed books will not be covered by the bursary.
- IX. Bursaries will be granted for studies that will equip the employee with relevant skills to carry out his/her job competently. The HR Department will also consider applications for bursaries to further studies in any discipline that is relevant to the Municipal environment and which is to the interest of Council.
- X. If the employee fails any of the courses that he has been registered for, he/she must repeat it using own funds. If he/she is unable to repeat the course then Council will deduct the course fees in installments not exceeding 12 months.
- XI. If an employee completes the course, he/she will be required to work back the number of years which is equal to the study period. Should he/she resign prior to completing the period Council will deduct the remaining balance from the last salary.
- XII. Twenty days per annum will be granted to employees who are required to attend classes.

EVALUATION

The effectiveness of any training or capacity building programme will be determined by considering four levels of evaluation namely,

STEP 1: REACTION

How well did the delegates like the programme?

STEP 2: LEARNING

What principles, facts and techniques were learned?

STEP 3: BEHAVIOUR

What changes in job behaviour resulted from the programme.

STEP 4: RESULTS

What were the tangible results of the programme in terms of reduced cost, improved quality, improved quantity and improved job performance.

APPLICATION OF THE POLICY

The application of this amended policy shall be with effect from 01st May 2005 and all policies applicable before application of this policy shall be revoked.