



# LIMPOPO

**PROVINCIAL GOVERNMENT**  
REPUBLIC OF SOUTH AFRICA

**DEPARTMENT**  
**OF**  
**PUBLIC WORKS**

<b>Policy Name</b>	<b>Training and Develop Policy</b>
<b>The revision/ version of the Policy</b>	<b>02</b>
<b>Domain</b>	<b>Human Resource Development</b>

## TABLE OF CONTENTS

<b>HEADING</b>	<b>PAGE</b>
Acronyms and abbreviations	i
1. Introduction	1
2. Purpose and objectives	1
3. Authority of policy	2
4. Legal Framework	2
5. Scope of application	2
6. Definitions	3
7. Policy Pronouncements	3-8
8. Penalty	8
9. Dispute Resolution	8
10. Inception date	8
11. Policy Review	8
12. Enquiries	9
13. Annexure	



## ACRONYMS AND ABBREVIATIONS

<b>“WSP”</b>	Workplace Skills Plan
<b>“EE”</b>	Employment Equity
<b>“NSF”</b>	National Skills Fund
<b>“ETQA”</b>	Education And Training Quality Assurance
<b>“NQF”</b>	National Qualification Framework
<b>“OJT”</b>	On The Job Training
<b>“HRD”</b>	Human Resource Development
<b>“PDP”</b>	Personal Development Plan
<b>“PSETA”</b>	Public Service Education Training Authority
<b>“IT”</b>	Information Technology
<b>“IEB”</b>	Independent Education Board
<b>“RPL”</b>	Recognition of Prior Learning
<b>“SAQA”</b>	South African Qualifications Authority
<b>“PALAMA”</b>	Public Administration Leadership and Management Academy
<b>“LPDPW”</b>	Limpopo Provincial Department of Public Works

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## 1. INTRODUCTION

Training and Development initiatives form an integral part of this Department's strategic imperatives. They ensure the sustainability of intellectual capital that is vital in ensuring future prosperity of the Department, quality service delivery, competitiveness and the achievement of the Department's vision and mission. It is therefore of critical importance that all employees are developed to their full potential. Training and Development are viewed as an investment and will ensure that the Department has the required skills to satisfy its customer needs. All employees, irrespective of disability, gender, race, culture, tribe, age, creed, educational level, seniority or status, will have access to the Training and Development initiatives contained in this document as structured in the Department's HRD Curriculum. The Training and Development intervention will be needs based and guided by the Workplace Skills Plan derived from each employee's Personal Development Plan (PDP), the Department's strategic objectives and service delivery priorities.

The Training and Development initiatives are integrated with the Department's strategic imperatives and are directed at impacting on the Department's vision and mission. This will be achieved by translating the Department's strategic imperatives into manageable, achievable and measurable goals or outputs. This allows each Directorate to focus on its core outputs and to determine the competence profile (i.e. Skills, Knowledge and Behavioural Attributes or Attitudes) for its employees, in order to achieve its outputs. Training and Development initiatives will be structured to ensure that employees acquire and are able to apply the acquired competence

## 2. PURPOSE AND OBJECTIVES

The Training and Development policy strives to achieve the following:

- 2.1 to entrench a culture of learning in the Department by training , developing and retraining employees;
- 2.2 to provide employees with job specific competence and to further assist them to progress along chosen career paths through succession planning and mentoring programmes;
- 2.3 to enhance employees job performance in order to meet or even exceed customer requirements;
- 2.4 to encourage formal learning (i.e. education, training courses , seminars, conference, workshops, practical training) and informal learning (i.e. mentoring , coaching, on-the-job training);
- 2.5 to promote, encourage and support professionalism and registration by employees with professional organizations/institutions;



### 3. AUTHORITY OF POLICY

This policy is authorized and issued by the Executive Authority.

### 4. LEGAL FRAMEWORK

- 4.1 Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)
- 4.2 Skills Development Act, 1998 (Act No.97 of 1998)
- 4.3 Skills Development Levies Act, 1999 (Act No.9 of 1999)
- 4.4 South African Qualifications Authority Act, 1995
- 4.5 National Qualification Framework
- 4.6 Labour Relations Act, 1995 as amended
- 4.7 Employment Equity Act, 1998 (Act No.55 of 1998)
- 4.8 Public Financial Management Act, 1999 (Act No.1 of 1999)
- 4.9 Public Service Act, 1994 as amended
- 4.10 Occupational Health and Safety Act.1993
- 4.11 Basic Conditions of Employment Act,1997
- 4.12 White Paper on the Public Service Training and Education, 1997
- 4.13 White Paper Affirmative Action in the Public Service,1998
- 4.14 White Paper on Human Resource Development, 1998
- 4.15 The Public Service Regulations, 2001 as amended
- 4.16 National Skills Development Strategy for South Africa
- 4.17 The Learnership Framework for the Public Service, 2001
- 4.18 Provincial Skills Development Strategy (Draft)
- 4.19 Sector Determination No.5 on Learnerships
- 4.20 The Workplace Skills Plan & Human Resource Plan

The legal framework includes any other collective agreements and amendments to existing legislation and any subsequent relevant legislation that may be promulgated.

### 5. SCOPE OF APPLICATION

The policy is applicable to all employees (permanent, temporary and contract worker) within the LPDPW who needs to develop job specific competence to enhance their employee's job performance in order to meet or even exceed customer requirements through formal learning.

### 6. DEFINITIONS

- 6.1 **Department** refers to the Limpopo Provincial Department of Public Works



- 6.2 **Competency Assessment** is a process by which the learner s knowledge, skills, and attitudes are measured against the goals of the educational program.
- 6.3 **Training** is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviours to enhance the performance of employees.
- 6.4 **On-the-Job Training (OJT)** To supplement and support formal learning in the workplace, the on-the-job training approach should be adopted and encouraged.
- 6.5 **Technical Training** geared at equipping employees with technical skills that are crucial to the nature of operations in the Department.
- 6.6 **Outsourcing** refers to an on-going transfer of the management and execution of one or more complete training processes to an external services provider.

## 7. POLICY PRONOUNCEMENT

### 7.1 CAREER DEVELOPMENT

#### 7.1.1 Training Needs Analysis

- 7.1.1.1 Line management and individual employees are responsible for identifying training needs. This will be done from November to February of each year and be submitted to the General Manager Corporate Services by no later than the first week of March.
- 7.1.1.2 In analyzing and determining training needs, reference should be made to the employees' job descriptions, performance management or agreement reviews reports, career development needs and PDPs. The identified training and development needs must be communicated to each employee and be captured in his/her PDP to ensure that the training and development needs are addressed.

#### 7.1.2 Competency Assessment

- 7.1.2.1 Training will be based on the results of skills audits, competency assessment report for each employee and Personal Development Plans
- 7.1.2.2 Skills Audits and PDP's will be used to develop the Departmental WSP to be submitted to the Public Service Sector Education and Training Authority (PSETA).



## **7.2 TRAINING AND DEVELOPMENT CATEGORIES**

The HRD Curriculum for the Department will cover the following:

### **7.2.1 Induction Programme**

The Departmental induction programme aligned to Public Service Induction (PSI) shall be coordinated and facilitated by the HRD to all new employees of the department.

### **7.2.2 On-the-Job Training (OJT)**

- 7.2.2.1 To supplement and support formal learning in the workplace, the on-the-job training approach should be adopted and encouraged.
- 7.2.2.2 Line Management should encourage and monitor that such training takes place as it encourages knowledge sharing and skills transfer.
- 7.2.2.3 The more knowledgeable or skilled employees, i.e. competent employees, should be encouraged to train, coach and even mentor less experienced or not yet competent employees.
- 7.2.2.4 This intervention will be guided by the employee's PDP. The positive spin-offs of on-the-job training are:
  - 7.2.2.4.1 It maximizes the transfer of training and motivates employees as what they learn is relevant and can be applied immediately in their jobs;
  - 7.2.2.4.2 The employee acquire skills quickly as (s)he learns-by-doing, i.e. hands-on;
  - 7.2.2.4.3 Newly appointed employees benefit through on-the-job training as they get more quickly acquainted with how they are expected to perform their jobs;

### **7.2.3 Computer Literacy**

- 7.2.3.1 Computer Skills are critical in the workplace.
- 7.2.3.2 It is important that all employees whose jobs require them to be computer literate be trained and retrained on an on-going basis.
- 7.2.3.3 Training needs in this regard will be identified, supported and motivated by line management.
- 7.2.3.4 The Information Technology sub-directorate shall give guidance in terms of the Department's Information Technology skills requirements, to ensure that IT Training in the Department is aligned to the Department's IT strategy and also cater for technological changes in the IT field.

### **7.2.4 Secretarial and Administrative programmes**



- 7.2.4.1 Secretarial and Administrative training will be offered to enhance job performance and will be subject to motivation by line management.

#### **7.2.5 Leadership and Management Development programme**

- 7.2.5.1 The quality of leadership in the Department should be that, which is able to lead, manage, energize, reward good performance and sustain Departmental service delivery.
- 7.2.5.2 to ensure that those in leadership positions are equipped with the technical, conceptual and contemporary leadership skills to keep abreast of modern business management principles.
- 7.2.5.3 The Leadership and Management Development Programme will be developed and facilitated in partnership with PALAMA or a registered and accredited Institution of Higher Learning.
- 7.2.5.4 All levels of management in the Department will be trained to ensure development occurs at all levels.

#### **7.2.6 Occupational Health and Safety Training**

- 7.2.6.1 The HRD Sub-directorate will support and coordinate Occupational Health and Safety training interventions.
- 7.2.6.2 The Health and Safety Committee and the designated employee will advise the HRD on the training needs.
- 7.2.6.3 Training will be offered and facilitated by the designated employee or outsourced when necessary.

#### **7.2.7 HIV/AIDS Awareness Training**

- 7.2.7.1 HRD will support and coordinate the HIV/AIDS Awareness training interventions, in conjunction with the designated person(s).

#### **7.2.8 Technical Training**

- 7.2.8.1 Training will be geared at equipping employees with technical skills that are crucial to the nature of operations in the Department.
- 7.2.8.2 To ensure skills transfer, employees who are experts or specialists in their fields will be encouraged to write and even present courses in order to share their expertise.
- 7.2.8.3 A comprehensive curriculum will be designed in line with the skills required in the Department.
- 7.2.8.4 Technical Training will be outsourced when necessary to ensure that skills are acquired when new developments in the industry from time to time occur.

#### **7.2.9 Conferences, Seminars and workshops**





- 7.2.9.1 HRD will facilitate and coordinate conferences, seminars and workshops
- 7.2.9.2 Line Managers should identified conferences, seminars and workshops that will enhance skills and knowledge relevant directorate.
- 7.2.9.3 Line Managers should forward their recommendations and nominees to HRD.
- 7.2.9.4 Nominees should rotate in directorates were possible to ensure that skills and knowledge is shared.
- 7.2.9.5 Attendees should after attending share skills and knowledge gain to other employees within the directorate or department through knowledge sharing sessions.

### **7.3 TRAINING ADMINISTRATION**

All training interventions will be administered and coordinated by HRD.

#### **7.3.1 Course Nomination**

- 7.3.1.1 Line Management will be responsible for nominating employees for training. This will be done in relation with the training and development needs contained in the employees' PDPs and WSP.
- 7.3.1.2 A course nomination/ pre- course assessment form should be completed at sent to HRD for implementation before the commencement of the course.

#### **7.3.2 Course Notification**

- 7.3.2.1 Once the nominations are done and confirmed, the HRD Sub-directorate will forward the course notification(s) to line management who in turn will pass them on to the their employees.
- 7.3.2.2 Course notification(s) will be sent before the course takes place.

#### **7.3.3 Course withdrawal**

- 7.3.3.1 Line management of nominated employee(s) should notify the HRD Sub-directorate at reasonable time before the course commencement regarding nominee(s) withdrawal from a course, alternatively an employee with similar training needs should be nominated as a substitute.
- 7.3.3.2 Substitutes will be identified by either the Line Manager or HRD through individuals identified on skills priority list and PDP's.

#### **7.3.4 Training Evaluation**



- 7.3.4.1 Training evaluation determines the extent to which training and development interventions have addressed training needs.
- 7.3.4.2 HRD Monitoring and evaluation and Line Management will play an active role in training evaluation.
- 7.3.4.3 Course attendees will complete a course assessment form during or immediately after the training intervention for assessment.
- 7.3.4.4 Post course assessment will be conducted with the course attendee and the immediate supervisor six month after the course to assess the training impact.

## **7.4 OUTSOURCING**

- 7.4.1 In case where training needs have been identified and the programme cannot be offered internally or through PALAMA and Public Institutions, or where specialized training is required, the training may be outsourced to external service providers.
- 7.4.2 Service providers to be considered for NQF aligned credit bearing formal and short courses must be registered and accredited Institutions of Higher Learning.
- 7.4.3 The selection of an external service provider must be in line with Departmental Supply Chain policy and procedures.

## **7.5 NON-ATTENDANCE AND NON-COMPLETION OF TRAINING**

Non-attendance of training is reported to the Line Manager of the relevant directorate and/or supervisor of the employee who did not attend, as to ensure that disciplinary actions are taken if a valid reason does not exist for the employee who did not attend the training.

Officials who do not complete the course will be liable for payment of conference facilities, accommodation and course registration fee.

## **7.6 DEPARTMENTAL TRAINING COMMITTEE**

### *7.6.1 Composition*

- 7.6.1.1 The HoD must appoint a Departmental Training Committee
- 7.6.1.2 The committee may consist of five (5) to ten (10) members and should reflect the composition of the workforce of the department.
- 7.6.1.3 The committee will consist of the following members:
  - 7.6.1.3.1 Chairperson – General Manager Corporate Services
  - 7.6.1.3.2 Secretariat HRD Section
  - 7.6.1.3.3 District Coordinators
  - 7.6.1.3.4 Senior Managers from the Following programmes:
  - 7.6.1.3.5 Expanded Public Works Programme



7.6.1.3.6 Strategic Management

7.6.2 Properties and Facilities Management

7.6.2.1.1 Corporate Services (HRS)

7.6.2.1.2 Construction Management/Design and Planning

7.6.2.1.3 Strategic Finance

7.6.2.1.4 Two(2) representatives from Provincial Organised Labour

7.6.3 *The role of the Departmental Training Committee will be:*

7.6.3.1 To actively participate in the identification of training needs and the compilation of the Workplace Skills Plan.

7.6.3.2 To work closely with the HRD and ensure that the Department's training plan is implemented.

**8. PENALTY**

Failure to comply with the provisions of this policy will be dealt with in terms of the Public Service Disciplinary Code and procedures as amended

**9. DISPUTE RESOLUTIONS**

Any dispute that may arise out of the interpretation or application of this policy will be resolved through grievance resolution procedure for the public service

**10. INCEPTION DATE**

The inception date of this policy is a day after the approval by Executive Authority.

**11. REVISION OF POLICY**

This Policy shall be reviewed as and when there a new amendments or development in terms of regulations.



**12. ENQUIRIES**

Enquiries with regard to any matter relating to this policy will be directed to the Human Resource Development directorate

Approved by

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EXECUTIVE AUTHORITY

25/07/13  
DATE