

HARRY GWALA DEVELOPMENT AGENCY (PTY) LTD
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POLICY: SKILLS DEVELOPMENT AND TRAINING

Administrative Responsibility:	Chief Executive Officer
Implementing Department / Departmental Unit	Corporate Services Department

SKILLS DEVELOPMENT AND TRAINING POLICY

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PREAMBLE

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

1. INTERPRETATION OF THE POLICY

1.1. Except to the extent to which the context may otherwise require, this Policy shall be construed in accordance with the following provisions of this sub-paragraph:

1.1.1. Any word or expression importing any gender shall include the other gender

1.1.2. Words importing the singular also include the plural, and *vice versa*, where the context requires.

1.1.3. The following words shall have the meanings hereby assigned to them –

“HGDA” shall mean the Harry Gwala Development Agency

“LGSETA” shall mean Local Government Sector Education and Training Authority

2. OBJECTIVE OF THE POLICY

The objective of this policy is:

- 2.1. To ensure that skills development occurs 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 Agency's succession planning; and
- 2.6. To promote and facilitate the participation of unemployed learners in leadership.

3. SCOPE OF APPLICATION



This policy applies to all staff members of the Agency, learners in cases of leadership programmes for students who are not staff members, and interns, where applicable.

4. POLICY PROVISIONS

4.1. Principles of skills development

4.1.1. Skills development shall –

- a) support the achievement of the 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 Agency 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 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 Agency.

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

4.1.3. The 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
- d) ensuring that skills development is a KPA in senior managers' and supervisors' performance agreements. This is aimed at promoting career development through consultations with staff members.

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



4.2. Skills development planning

4.2.1. 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.

4.2.2. Determination of skills needs

Skills needs in the Agency shall be determined by conducting –

a) skills need analysis, in which the Agency shall identify skills needs at Agency and department levels based on critical roles and job categories and associated competencies; and

b) 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.

4.2.3. Skills needs analysis

a) The Agency shall conduct a skills needs analysis that analyses the Agency's skills needs and assesses the skills constraints on service delivery in the 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 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: Competency Framework for Occupational Streams as contained in Annexure A of Municipal Staff Regulations.

ii. consider the related institutional capacity needs and workplace skills plan of the Agency; and

iii. cover all major roles in the 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.

(a) 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 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.

4.2.4. Staff skills audit

- a) The 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.



(a) 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.

b) A skills audit shall be conducted once every five-years within 24 months from the election of the new Board Members of Agency.

4.2.5. 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 –
- c) by service providers that are accredited by the relevant Education and Training Quality Assurance Body; and
- d) in line with the provisions of the National Qualifications Framework established interms of the National Qualifications Framework Act.

4.2.6. Personal development plans

- a) Every staff member shall have a personal development plan that sets out the strategies to –
- b) 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
- c) develop new skills and provide exposure to new areas of work, which are aligned to the Agency's strategic objectives.
- d) The personal development plan shall take account of the skills audit and the requirements of the performance management system.
- e) A staff member may only undergo training that is –



- f) contained in personal development plan; or
- g) approved by the Agency manager or his or her delegate.

4.2.7. Workplace skills plan

- a) The 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 Agency and each department or function;
 - ii. the associated interventions that the Agency intends conducting; and
 - iii. an aggregation of the learning and development initiatives from staff members' personal development plans.
- b) The workplace skills plan shall be included in the Agency's Integrated Development Plan.
- c) The Agency shall submit a completed workplace skills plan to the LGSETA on 30 April of each year.

4.2.8. Budgeting for skills development

- a) The 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 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.

4.3. Implementing skills development

4.3.1. Types of skills development programmes

The 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 orskills development, including –allocating staff members to a specific project;

(bb) seconding a staff member to another department or work area to increase the staff member's exposure to other work processes and systems;

(cc) increasing the responsibilities allocated to a staff member;

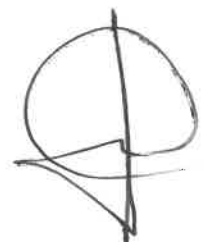
(dd) rotating staff members through the full range of activities of a particular processor department; and

(ee) 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.

4.3.2.Succession planning

The Agency shall develop future managers in order to ensure seamless successionof 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 –

(aa) show an interest to be nominated;

(bb) are able to work without supervision;

(cc) show a commitment to deliver beyond what is required;

(dd) display consistent high performance in their duties, in attaining targets, and with a rating scored at outstanding level; and

(ee) 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.

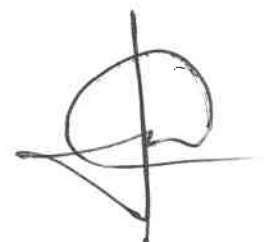
(c) Enter formal agreements with staff members earmarked for succession planning to protect the interests of both the staff member and the Agency. The agreement shall outline the following:

(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 Agency shall be obliged to act as mentors to nominated staff members for skill transfer during contract duration.

A handwritten signature or mark consisting of a vertical line intersected by a horizontal line, with a large loop on the right side and a horizontal line extending to the left from the bottom of the vertical line.

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

4.3.3. Obligations of the Agency

- a) Supervisors shall ensure the development of staff members through reallocation, rotation and secondment of staff members across functions within the Agency with due regard to service delivery requirements, where applicable.
- b) The 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 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.

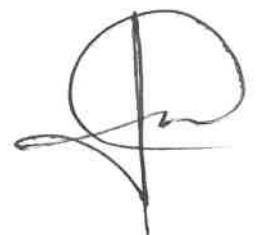
4.4. Evaluating skills development quality and impact

4.4.1. The 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.

4.4.2. The 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 Agency; and



(ii) reported to the relevant provincial and national capacity building structures.

4.5. Payment for skills development programmes

4.5.1. The 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.

4.5.2. Where the Agency agrees to pay for a learning programme, the staff member shall be required to work for the 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.

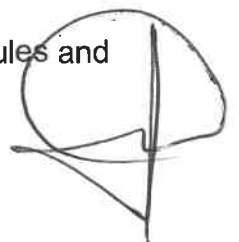
4.6. Roles and responsibilities

4.6.1. 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 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.

4.6.2. 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 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;
- 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 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.

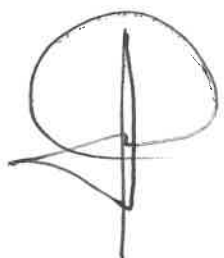
4.6.3. The Skills Development Facilitator shall –

- a) facilitate the adoption of the Workplace Skills Plan, including liaising with the registered trade unions;
- 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 Agency meets all the requirements of the LGSETA.

4.6.4. 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.

4.6.5. The Training Committee shall –

- a) be chaired by a senior manager;
- b) have an equal number of managers and representatives of staff;
- c) 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 Agency;
- d) include representatives of the registered trade unions recognised by the Agency as representatives of staff members or, in their absence, staff members who are representative of the Agency's staff as a whole; and
- e) consult, and make recommendations to the Agency Board Members, 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 Agency.



5. LEGISLATIVE AND POLICY FRAMEWORK

- Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996)
- Agency Systems Act, 2000 (Act No. 32 of 2000)
- Agency Structures Act, 1998 (Act No. 117 of 1998)
- Agency 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: Agency Staff Regulations, 2021
- Local Government: Guidelines for the Implementation of the Agency 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)

6. POLICY MONITORING AND EVALUATION

- 6.1. This policy shall be implemented and effective once recommended by the Local Labour Forum and approved by Board Members.
- 6.2. Non-compliance to the stipulations contained in this policy shall be regarded as breach of Code of Conduct, which shall be dealt with in terms of the Code of Conduct.
- 6.3. Head of Corporate Services shall carry out the monitoring and evaluation of the policy's implementation.

7. COMMENCEMENT

This policy will commence on 1 July 2024, and must be reviewed annually together with the budget related policies.

APPROVED BY:

NAME	SIGNATURE	DESIGNATION	DATE
MS ACR Whyte		Chief Executive Officer	25 April 2024