

TRAINING AND DEVELOPMENT POLICY

2024/2026



public works & roads

Department:
Public Works and Roads
North West Provincial Government
REPUBLIC OF SOUTH AFRICA

1. ABBREVIATIONS

Acronyms	Meaning
HRDS	Human Resource Development Strategy
SAQA	South African Qualifications Authority
CIP	Compulsory Induction Programme
ETD	Education, Training and Development
HRDP	Human Resource Development Plan
ETA	Education and Training Authority
SETA	Sector Education and Training Authority
MoU	Memorandum of Understanding
NQF	National Qualifications Framework
PDPs	Personal Development Plans
RIQ	Recognition of Improved Qualifications
PDI	Previously Disadvantaged Individuals
PWD	People with disability
SDF	Skills Development Facilitators
WIL	Work Integrated Learning
WSP	Workplace Skills Plans
SDA	Skills Development Act
BBEPS	Breaking Barrier to Entry into the Public Service
OSD	Occupational Specific Dispensation
PMDS	Performance Management and Development System
DMC	Departmental Management Committee
MTEF	Medium Term Expenditure Framework
DPSA	Department of Public Service and Administration
NSG	National school of Government
HRD	Human Resource Development
NQF	National Qualification Framework
MOU	Memorandum of Understanding
SOE	State Owned Enterprise

2. DEFINITIONS

Terms	Description
Learner	A person contracted on the developmental programme under the auspices of the Minister for the Public Service and Administration, for unemployed youth who do not have any work experience in the field in which he or she is studying
An Apprentice	A learner enrolled in a trade in respect of a listed trade and includes a trade-test in respect of that trade
An Artisan	A person in a skilled trade, especially one that involves making things by hand
Bursary	Is financial assistance given to employees and prospective employees to further their studies in order to address the critical and scarce skills shortage in line with the Provincial HRD Strategy PHRDS)-b
Bursary holder	A student who holds a bursary.
Experiential Learning	Is a programme aimed at providing a Learner with workplace experience to complete a qualification.
Graduate intern	A person who has completed a qualification and require work and/or practical work experience.
Internship	Is a programme aimed at providing experience to unemployed graduates who do not have any work experience in the area that they have studied for.
Learnership	Is a structured learning programme that combines theory and practice for a specified period, and leads to a nationally recognized qualification.
Skills Programmes	A structured learning programme that is NQF aligned, it has credits that lead to a full qualification.
Stipend	An allowance paid to Interns and Learners.
Student intern	A person who is enrolled at a private or public further or higher education and training institution for a qualification,

	and is required to obtain practical experience in order to fulfil the requirements of the qualification.
Qualification	Formal recognition of learning registered on the National Qualifications Framework (NQF) in terms of the NQF Act of 2008.

3. PREAMBLE

- 3.1. As a contribution to the alleviation of skills shortages in the public service, the Department of Public Works and Roads provide Policy directive to coordinate and administer training and development interventions that are geared towards developing a capable workforce with competencies that are based on the strategic mandate of the Department.
- 3.2. Education, training and development programmes should be accessible to all employees across all levels and shall be aligned to the Departmental priorities, goals and outcomes.

4. PURPOSE

The purpose of this policy is to:-

- 4.1. Enable the Department to address the skills development challenges by implementing relevant training and development interventions that improve work performance and enhance career path;
- 4.2. Create an opportunity for employees (both permanent and contract term employees) to obtain adequate or appropriate exposure/experience/training that will enable them to acquire the competency level required to attain professional registration; and
- 4.3. Assist new entrants into the employment through the offering of internships, experiential learning or work integrated learning and learnership programmes.

5. LEGAL FRAMEWORK AND POLICIES

- 5.1. The Constitution of the Republic of South Africa (Act no. 108 of 1996);
- 5.2. White Paper on Public Service Training and Education, 1996;
- 5.3. The White Paper on the Transformation of the Public Service, 1997;
- 5.4. The Skills Development Act (Act No. 97 of 1998);
- 5.5. The Skills Development Levies Act (Act No. 9 of 1999);
- 5.6. The National Skills Development Strategy for South Africa, 2010-2015;



- 5.7. The National Human Resource Development Strategy;
- 5.8. Labour Relations Act (Act no.66 of 1995);
- 5.9. Public Service Act (1994) and Public Service Regulations (2016);
- 5.10. Employment Equity Act , 1998 (Act 55 of 1998);
- 5.11. Basic condition of employment Act 1997 (Act 75 of 1997);
- 5.12. DPSA Directive on the employment of persons into developmental programmes in the Public Service (2018);
- 5.13. Public Service regulations of 2016;
- 5.14. ETA guidelines on Learnership; and
- 5.15. National Qualifications Framework (NQF).

6. SCOPE OF APPLICATION

- 6.1. This Policy applies to all employees, regardless of their contractual status, that is including employees on permanent and fixed-term contracts, including those who require professional registration; and
- 6.2. Graduates and students requiring experiential learning or internship and learnership practical exposure.

7. POLICY PRONOUNCEMENT

- 7.1. The Department must create opportunities for employees' training, education and development
- 7.2. Training programmes shall be based on a detailed assessment of individual and Departmental needs as well as competencies required for effective job performance. The process shall be linked with the Performance Agreement/Job descriptions, Work plans of employees and objectives and priorities of the Department as outlined in the Strategic documents of the Department.
- 7.3. The Department shall set aside/ ring-fence at least 1% Personnel budget for training of employees in accordance with the Skills Development Act of 1998 as amended.

8. SKILLS AUDIT

The Department must conduct a skills audit for all employees to identify skills needs.

9. TRAINING PLANS

The Department shall ensure that the Training plan, Work Skills Plan, and Human Resources Development Plan are developed and approved. These plans shall be submitted to relevant stakeholders within the required timeframes.



9.1. Identification of training needs

- 9.1.1. The Personal Development Plan which is part of the Performance Management Development System will be the basis for the identification of relevant training and development needs of individual officials;
- 9.1.2. Each Programme will be required to submit training needs or skills gaps annually or once during the MTEF period relevant to its sector. The training needs must be authorised by the head of the Programme;
- 9.1.3. The head of the Programme may also submit training and development requests based on the need(s) that confront the programme at that point in time;
- 9.1.4. Other training needs may be as a result of the directive by Departmental Management Committees (DMC), the Department of Public Service and Administration (DPSA), the National School of Government (NSG), Auditor General report and the Office of the Premier;
- 9.1.5. The identified gaps shall also be addressed through the 1% and be included in the WSPs.

10. COORDINATION OF TRAINING AND DEVELOPMENT PROGRAMME

- 10.1. The HRD sub-directorate will coordinate training and development programmes consisting mainly of short courses, workshops, seminars, conferences, skills programmes and short-term certificate programmes. Preference will be given to learning programmes that are NQF-aligned;
- 10.2. The training programmes to be coordinated must be supported by the training needs identified as indicated in item 9 above;
- 10.3. Accredited training programmes as well as those that will enable employees to obtain credits required to maintain their continuous professional development or registration will be prioritised at all times.

11. COORDINATION OF ARTISAN, CANDIDACY, INTERNSHIPS AND LEARNERSHIP PROGRAMMES

- 11.1. The Department will coordinate the implementation of the candidacy programme, artisan programme internships and learnerships in line with the needs and priorities as outlined in the departmental HR plan;



- 11.2. The department will provide placement for candidates/students/interns who require or need practical exposure/experience/training for completing their national diplomas/degrees and for attaining professional registration;
- 11.3. Mentorship will also be provided for candidates/students/interns required to attain professional registration/ experiential learning or particular qualifications. Where necessary mentors will either be professionally registered people from the Department external service providers, or other spheres of government;
- 11.4. Mentorship will also be provided for employees on the artisan development programme required to become qualified artisans;
- 11.5. The Department should ensure that tender contracts relating to infrastructure and road projects, where feasible must contain a clause which makes provision for the successful bidders to provide training and development for candidates/ learners/students/artisans;
- 11.6. Where the Department or the successful bidder is unable to provide the prescribed training requirements of the relevant institution of education or professional bodies, the candidates/learners/students will be placed or seconded to other spheres of government to obtain the required exposure/training/experience. The secondment or placement will be formalised through a Memorandum of Understanding (MOU);
- 11.7. The Department must forge partnerships with other spheres of government, State Owned Enterprises (SOEs) and private entities for the development of candidates/learners/students to undergo professional registration and exposure/training/experience to obtain qualifications.

12. REGISTRATION OR SUBSCRIPTION WITH PROFESSIONAL BODIES

- 12.1. The Department will fund the registration and annual subscription to a professional body for all candidates and employees whose work requires professional registrations, except those that are appointed according to the Occupational Specific Dispensation (OSD) Directive. Employees covered by the Occupational Specific Dispensation (OSD) are personally liable for the payment of registration fees and membership fees and the employer is not responsible for payment of such fees;
- 12.2. The Department will not be liable for payment of interest/penalties charged on overdue accounts for the registration and membership fees of those employees



- that are not covered by OSD. It is the responsibility of the staff member to ensure that they are fully registered and their membership or registration status is up to date;
- 12.3. It is the responsibility of the staff member to submit to the HRD unit proof of registration as well as the quotation to be processed for payment of membership;
- 12.4. Where the professional body is not registered on the Central Suppliers Database (CSD) the staff member is liable for their own payment and should claim back the money from the Department upon provision of proof of payment;
- 12.5. Approval for payment of professional registration has to be granted by the Accounting Officer.

13. ATTENDANCE OF TRAINING AND DEVELOPMENT INTERVENTIONS

- 13.1. Approval of attendance of all training and development interventions will be granted by the Head of Department or his/her delegated authority;
- 13.2. The HRD unit will be responsible for the coordination of all training and development interventions. Staff members will be informed of their attendance once all processes of coordination are finalised;
- 13.3. HRD unit will ensure that all procurement processes are satisfied and a purchase order is available prior to informing staff about their attendance;
- 13.4. External training service providers will be utilized since the Department is not an accredited training provider and cannot provide accredited training programmes;
- 13.5. Group training for employees of 10 or more will be attended or coordinated in-house within the department either at a district or head office level;
- 13.6. In instances where the department is struggling to secure training venue(s) internally within the department or other departments, external venues such as conference facilities will be utilised;
- 13.7. Use of SETA-accredited training providers is mandatory except in instances where the course is not NQF aligned such as those for professional registrations or bodies or their affiliates.

14. CREDIT-BEARING AND NON-CREDIT-BEARING TRAINING PROGRAMMES

14.1. Skills programmes



A Skills programme is a unit standard or a combination of unit standards that leads to a qualification and has credits.

14.2. Non-credit Bearing

A non-credit-bearing short course is a type of learning programme for which no credits are awarded about unit standards.

15. MANDATORY TRAINING PROGRAMMES

15.1. Competency Based Assessment.

The Department shall conduct a competency-based assessment for developmental purposes at least once every 18 months;

15.2. Compulsory Induction Programme (CIP)

All newly appointed employees from levels 1 - 14 are compelled to go through the CIP within six (6) months of their employment to confirm the permanent appointment and also pay Progression after 24 months.

15.3. Pre-SMS Entry – Nyukela

All SMS and MMS members shall be taken through the Nyukela programme to address service delivery challenges in government Institutions.

SMS and MMS shall be taken through Management Development identified skills gaps.

16. STUDY SUPPORT

16.1. Employees are encouraged to further their education and training, through study support programmes such as bursaries. All those eligible must apply for financial assistance (bursary) as outlined in the Departmental Bursary Policy;

16.2. To qualify for this support, the employee must be studying to complete a tertiary qualification, which is a certificate, diploma or degree program, honours or masters programmes;

16.3. Bursary only funds for study programmes that have a duration of 12 months and more. Tertiary education qualification must have a direct relevance to the current position that the employee holds or has been identified as contributing towards the employee's career development.

NOTE! The above study support paragraph should be read in conjunction with the Departmental Bursary Policy.



17. RECOGNITION OF PRIOR LEARNING AND IMPROVED QUALIFICATIONS

- 17.1. The department recognizes the value of the principle of Recognition of Prior Learning (RPL) for the development of previously disadvantaged individuals and also for equipping all employees with qualifications relevant to their occupational category and level;
- 17.2. To attain the principles of RPL the department shall make all reasonable and cost-effective efforts to coordinate RPL where relevant for those employees who are eligible to obtain credits through this programme;
- 17.3. Recognition of improved qualifications obtained by employees in their personal capacities will also be recognised and implemented following the provisions as stipulated in Resolution 5 of 2015.

18. INDUCTION AND ORIENTATION

- 18.1. Every new employee shall receive induction training which will enable them to become fully orientated in their respective work;
- 18.2. Induction for new employees or first-time participants into the Public Service will be facilitated in accordance with the National School of Government Compulsory induction programme;
- 18.3. Confirmation of probation for new entrants will only be done once employees have attended the Compulsory Induction programme as regulated by DPSA.
- 18.4. Induction will be conducted within 12 months of assumption of duty by the new entrant;
- 18.5. HRD sub-directorate in consultation with line managers in different Directorates will be responsible for the implementation of effective induction/orientation of new appointees.

19. LEARNERSHIPS

- 19.1. The Department shall take all reasonable steps to prepare for the implementation of the learnership programme for both employed learners (17.1) and unemployed (17.2) learners;
- 19.2. The Department will ensure that the workplace is ready for the implementation of learnerships and that there are trained mentors who will provide the relevant guidance and workplace-learning support for the learners;



- 19.3. Learnerships shall be carefully planned to ensure that the Department's resources are not overloaded. The relevant SETA will be consulted during the process of implementation of learnership for guidance and support;
- 19.4. Learners will be required to sign an employment contract and learnership agreement with both the department and the training provider for the duration of the learnership. Only accredited training providers will be engaged for the implementation of learnerships.

20. LEARNING AGREEMENTS

- 20.1. All staff members are required to sign learning agreements that serve as a commitment by the official to complete the particular training and development programme;
- 20.2. If any member of staff fails to complete a course satisfactorily without good reason, has unauthorised absence from training sessions, or receives adverse reports in areas such as attendance, or inability to complete and submit a portfolio of evidence as required, this may be treated as a disciplinary matter in accordance with the department's Disciplinary Procedure or the employee may be required to pay back all expenses incurred by the department related to the concerned training and development programme;
- 20.3. It is the responsibility of all staff attending training courses to notify the HRD sub-directorate immediately of any perceived deficiencies in the quality of the course materials or in the capabilities of the course lecturers which they consider could impact their ability to successfully complete the course or pass the qualification.

21. RECORDS OF TRAINING AND REPORTING

- 21.1. HRD sub-directorate shall keep all records of staff training and development by means of attendance registers and training files to ensure the availability of full training history.
- 21.2. In addition the sub-directorate will keep and monitor a full record of all expenditure on training and related expenses. The sub-directorate will provide monthly and annual progress reports, as required, to Management, the relevant SETA and the office of the Premier.

22. ROLES AND RESPONSIBILITIES

- 22.1. Training Committees



22.1.1 The Department shall establish a training and development committee as stipulated by the relevant prescripts. The training committee shall:-

- a) Assist with coordinating and ensuring an integrated approach to effective and goal-orientated training and development interventions in the department;
- b) Foster equal access to training and development opportunities to staff members; and
- c) Be composed of representatives from directorates, chief directorates, district offices and representatives of Unions that are nominated by their respective labour movements.

22.2. To ensure proper flow and communication each and every district office shall have a district training committee of which the chairperson and one of the representative will be members of the Departmental training committee. This committee is required to monitor the implementation of the skills development and bring to the attention of district management any issues which hamper the effective implementation of the purposes of this policy in their respective districts;

22.3. The Committee members shall be trained and provided with necessary resources in order to ensure that they are fully competent to fulfil their role.

23. LINE MANAGERS AND SUPERVISORS

23.1. Line managers are responsible for ensuring that employees within their unit submit training needs or their PDPs to the HRD unit. Non-submission will indicate that there is no need for training during that particular period;

23.2. Staff within their units are released to attend training programmes as scheduled

23.3. All employees within their units are given equal opportunities to attend training and development programmes.

24. SKILLS DEVELOPMENT FACILITATOR

24.1. Development and implementation of the departmental training plan/ WSP;

24.2. Consult the training committee on training matters;

24.3. Preparing progress reports on the implementation of workplace Skills Plan;

24.4. Monitor the training budget;

24.5. Ensure training is coordinated in a well-structured manner;

24.6. Advising management of training and development updates;



24.7. Represent the department in the relevant training and development Forums.

25. EMPLOYEES

- 25.1. Taking initiative for and accepting ownership of their development;
- 25.2. Developing their personal development plans in consultation with their line managers;
- 25.3. Continuous evaluation of their progress as per their personal development plans;
- 25.4. Identifying and utilizing developmental opportunities;
- 25.5. Ensuring and demonstrating commitment to learning by completing and submitting assignments as required;
- 25.6. Attend the training programme until the end of the training;
- 25.7. Employees who are unable to attend courses for which they are already registered must inform the HRD unit in advance to avoid a no-show penalty by the service provider.

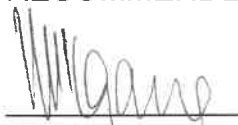
26. MONITORING AND REVIEW THE POLICY

- 26.1. Management has the responsibility of monitoring the implementation of the Policy and to ensure that the policy remains current and fit for purpose.
- 26.2. This policy shall be reviewed as and when necessary, but at least once in three years to ensure alignment with the operational requirements and strategic goals and objectives of the department.

27. POLICY REVIEW

This policy shall be reviewed every two years where and/or when a need arises.

RECOMMENDED



MS NE KGANG

CHAIPERSON POLICY REVIEW COMMITTEE

APPROVED



MR MI KGANTSI

HEAD OF DEPARTMENT

20/05/2024

DATE

24/05/24

DATE

