



higher education
& training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

IMPLEMENTATION OF TRAINING AND DEVELOPMENT



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TO: DEPUTY DIRECTORS-GENERAL
CHIEF DIRECTORS
REGIONAL MANAGERS
PRINCIPALS OF TVET COLLEGES
TRAINING AND DEVELOPMENT UNITS

HRM CIRCULAR NO 4 OF 2019

PROCEDURE DIRECTIVE ON THE IMPLEMENTATION OF TRAINING AND DEVELOPMENT

1. INTRODUCTION

The Department seeks to address the challenges of skill shortages and to add value within the Department and in the country by enhancing the capacity of employees with a view to creating a skilled and capable workforce to support an inclusive growth path. Hence, this circular is issued to provide guidelines for the implementation and maintenance of the sound training and development strategies and its implementation procedures thereof. The implementation measures herein are applicable to all employees of the Department inclusive of contract employees and those that are serving internship.

2. OBJECTIVES

The objectives of this Directive are the following:

- 2.1 To equip employees with the knowledge and skills required to achieve the vision of the Department of establishing a post-school education and training system for the country.

- 2.2 To assist employees in acquiring and maintaining the knowledge, skills and abilities to provide quality services to citizens in the most efficient and economical manner possible.
- 2.3 To provide competency-based training and development.
- 2.4 To provide well-co-ordinated and effectively monitored training and development initiatives.
- 2.5 To provide employees with opportunities for personal growth and professional development through study aids or bursaries.
- 2.6 To prepare employees to assume broader responsibilities, adapt to change, and improve performance.
- 2.7 To cultivate a culture of continuous learning.

3. LEGISLATIVE FRAMEWORK

In developing this Directive due consideration was given to the following:

- 3.1 Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)
- 3.2 Public Service Act No. 103 of 1994, as amended
- 3.3 The White Paper on the Transformation of the Public Service, 1995 (WPTPS)
- 3.4 Basic Conditions of Employment Act No.75 of 1997, as amended
- 3.5 White Paper on Public Service Training and Education, 1997 (WPPSTE)
- 3.6 Employment Equity Act No. 55 of 1998, as amended
- 3.7 Skills Development Act No. 97 of 1998, as amended
- 3.8 Public Finance Management Act No. 1 of 1999
- 3.9 Human Resources Development Strategic Framework for the Public Service: Vision 2015, 2009
- 3.10 Human Resource Development Strategy for South Africa, 2010
- 3.11 National Skills Development Strategy iii
- 3.12 National Development Plan (Vision 2030)
- 3.13 Public Service Regulations, 2016
- 3.14 DHET Delegations of Authority according to the Public Service Act 103 of 1994 and Public Service Regulations of 2016
- 3.15 Performance Management and Development System, including SMS Competency Framework

- 3.16 DHET Labour Relations Manual
- 3.17 DHET Recruitment and Selection Policy
- 3.18 DHET Induction Policy
- 3.19 Supply Chain Management Policy

4. PROCEDURES

4.1 Training and Development Plans

The Department shall annually develop and submit an approved WSP and Training reports to the Department's line function SETAs, namely, ETDP-SETA and Public Service SETA by 30 April each year. The WSP and Training reports shall reflect the consolidated plans and reports for the Department and its Components.

Components shall develop training plans on an annual basis and these shall be an integral process of the development of component annual work plans. These training plans will then feed into the WSP and will include PDPs and IGPs.

4.2 Funding of Training Interventions

All skills development and training interventions shall be funded from the Skills Development Fund (minimum 1% personnel wage bill of the Department). Conferences, symposia, briefing meetings will not be funded from the Skills Development Fund. Components shall use own budgets to fund such sessions.

4.3 Training Needs Assessments and Nominations

4.3.1 Line Managers/Supervisors with the assistance of the Skills Development Facilitator/Training and Development unit shall develop an individual training plan (Personal Development Plan/Individual Growth Plan) for each employee in their sections in consultation with their employees.

4.3.2 All training and development interventions should be based on an objective needs assessment. The process must be linked with Strategic Plans and Annual Performance Plans.

4.3.3 The training plans shall consist of short skill courses that will enable the employee to perform better in his/her current job or should contribute towards

the development of that employee along a set of career paths in advancement of the strategic objectives of the Department.

- 4.3.4 Development of training plans should take into consideration both on-the-job and off-the-job training.
- 4.3.5 Assessment of the individual training needs should be done on a continuous basis as part of individual performance assessment. Identification of training needs should be done in respect of both functional and generic training.
- 4.3.6 All employees of the Department including interns and contract workers shall be eligible to attend courses in line with the Department's key performance areas and goals.
- 4.3.7 Line managers shall in consultation with their subordinates nominate and grant approval to attend identified short courses.
- 4.3.8 Employees attending short courses will agree to binding conditions by signing the nomination form.
- 4.3.9 Should a nominated employee fail to attend a short course, or wish to cancel attendance, for whatever reason, he/she must notify his/her line management and the Training and Development unit in writing of his/her intention do so at least 5 working days before commencement of course. Failure to do so may result in the employee being held liable to pay all costs, including the cancellation fees, and examination fees (if applicable) incurred by the Department.
- 4.3.10 Employees who are voluntarily exiting the public service will not be entitled to attend any short courses during or coinciding with the notice period.

4.4 Competency-Based Approach To Training and Development

- 4.4.1 A competency-based approach to training and development will be an integral part of the move towards a broader need-based and outcome-based approach to the Department's training and development initiatives.
- 4.4.2 Each component should identify competencies required for each career path to effectively perform various activities and execute various functions in the Department and be used as a basis for need assessments and performance agreements.

- 4.4.3 Development of competency profiles for various jobs should be done through a consultative and participative process.
- 4.4.4 The competency assessment results will be forwarded to the immediate supervisor and the Training and Development unit.

4.5 Accelerated Development Programmes (ADPs)

- 4.5.1 ADPs shall be conducted for identified employees with potential with a view to fast-tracking their development within the Department. ADPs could also be used for succession planning. Employees identified for ADPs should include the following:
 - (a) Employees with outstanding performance; and
 - (b) Affirmative action appointments.
- 4.5.2 Line Managers in consultation with Training unit should facilitate identification of ADP candidates and ensure that appropriate ADPs are implemented for identified candidates.
- 4.5.3 All ADP candidates should have a mentor allocated to them for purposes of:
 - (a) assisting them with the identification of the ADP;
 - (b) monitoring the implementation of the ADP; and
 - (c) coaching and giving guidance to the employee.

4.6 Induction/Orientation

The Department, through the Training and Development unit shall conduct two types of induction programmes, namely, Compulsory Induction Programme (CIP) and Departmental orientation:

- 4.6.1 CIP shall take twenty-five (25) days for new entrants into the Public Sector over a period of twenty-four months. This induction is compulsory and should commence within six (6) months after appointment. An employee's probation period shall not be confirmed unless they attended at least Module 1 of the CIP.

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- 4.6.2 The Departmental orientation is also compulsory, and shall take two (2) days and be conducted within six (6) months after appointment. Line functions in collaboration with the Training and Development unit shall assist with the facilitation of specific learning areas.

5. ROLES AND RESPONSIBILITIES

5.1 Director-General

- 5.1.1 Accountable for training and development of staff in the Department.
- 5.1.2 Provides necessary support for effective implementation of this policy. These include the following:
- (a) An establishment of appropriate structures, systems and processes for implementation of this policy.
 - (b) Provision of necessary infrastructure to support and sustain implementation of this policy and training plans.
 - (c) Provision of a training budget and other resources necessary for implementation of this policy and the training and development plans.

5.2 Deputy Directors-General/Regional Managers/Principals

- 5.2.1 Accountable for training and development of staff within their components.
- 5.2.2 Provide support for effective implementation of this policy.
- 5.2.3 Responsible for the development of career paths and job profiles within their components.
- 5.2.4 Facilitate the development and implementation of components' training plans.

5.3 Line Managers

- 5.3.1 Determine the training and development needs of employees in their units.
- 5.3.2 Develop and ensure implementation of training plans.
- 5.3.3 Identify ADP candidates and ensure implementation thereof.
- 5.3.4 Encourage and assist staff with the development of their PDPs and IGPs.
- 5.3.5 Ensure continuous support to staff members, e.g. arrangement and provision of transport and subsistence where required.
- 5.3.6 Ensure that new employees attend the compulsory Induction/Orientation Programmes.
- 5.3.7 Prepare progress and evaluation reports on the implementation of Training Plans, Induction Programmes, IGP, PDPs and ADPs.
- 5.3.8 Provide the Training and Development unit with any information required pertaining to training and development.
- 5.3.9 Ensure that the coaching and mentoring of new and existing employees takes place.

5.4 Training and Development Unit

5.4.1 College Level

- (a) Conducts needs analysis for the college and keep record thereof.
- (b) Co-ordinates and assists line managers with the development of training plans.
- (c) Monitors the Implementation of selected courses.
- (d) Evaluates all training initiatives and provides reports to the stakeholders.
- (e) Compiles Workplace Skills Plans and annual Training Reports for the college for further processing by the Department.
 - (i) Keeps a database of all registered training vendors/suppliers who offer training that is relevant to Departmental functions.
 - (ii) Keeps a database of all individuals who attended courses.
- (f) Manages the assessment protocols of skills development programmes, e.g. receives, records, and submits assignments or PoEs to training

suppliers, and analyses learner reactions or evaluations of training sessions.

- (g) Provides an advisory and resource function to line managers as well as all staff members.
- (h) Co-ordinates and facilitates Induction/Orientation Programmes.
- (i) Ensures the capacity development of the Departmental Skills Development and Training Committee members.
- (j) Develops a consolidated progress and evaluation report on the implementation of training plans as well as utilisation of the training budget.
- (k) Submits the WSP and ATR to the Regional Office for further processing within the prescribed time frames.
- (l) Co-ordinates and serves as secretariat in the Departmental Training Committee.

5.4.2 Regional Office

The Regional offices will ensure the co-ordination and compliance in regard to the following at colleges:

- (a) Training and development of staff.
- (b) Evaluating the impact of all training initiatives and provide reports to the stakeholders.
- (c) Ensuring compliance in the development and submission of WSPs and ATRs.
- (d) Providing an advisory and resource function to line managers as well as all staff members.
- (e) Monitoring the implementation of Induction/Orientation Programmes.
- (f) Ensuring the capacity development of the Training Committees.
- (g) Ensuring compliance in regard to the implementation of training plans as well as utilisation of the training budget.
- (h) Co-ordinating the submission of WSPs and ATRs to Head Office in line with the SETA prescripts.

5.4.3 Head Office

- (a) Manages the implementation, monitoring and compliance of training and development interventions at all component levels including Head Office staff.
- (b) Conducts research and provides information on the latest trends on training and development of staff.
- (c) Evaluates the impact of all training initiatives and provides reports to the stakeholders (impact assessment tool is attached as an addendum).
- (d) Submits the consolidated WSPs and ATRs to SETAs (ETDP and PSETA) within the prescribed formats and time frames.
- (e) Co-ordinates and serves as secretariat in the Departmental SDTC.

5.4.4 Employee

- (a) Accepts responsibility and takes initiative for own training and development.
- (b) Develops a PDP or an IGP with the assistance of the supervisor. Participates in the evaluation of own training and implementation of PDPs and IGPs.
- (c) Takes full advantage of the training and development opportunities made available.
- (d) Demonstrates a willingness to grow and learn through self-study and work experience, e.g. on-the-job training.
- (e) Applies the knowledge and newly acquired skills to improve own work performance and job satisfaction.
- (f) Complies with all assessment protocols of training interventions and submit assignments or Portfolio of Evidence within the stipulated time frames.

5.4.5 Training Committees

- (a) Oversee the implementation of the Training and Development policy at the component level.
- (b) Serve as a consultative forum for training and skills development matters in each component.
- (c) Provide support and guide the implementation of training and development interventions.
- (d) Assist with the development and implementation of the WSP and the compilation of ATRs.
- (e) Monitor the development and implementation of the PDPs and IGPs to ensure their alignment with the objectives of each component.
- (f) Monitor and evaluate the effectiveness of training.

6. COMPOSITION OF THE TRAINING COMMITTEE

The training Committee shall consist of the following stakeholders:

- 6.1 At least one representative of each recognised labour unions;
- 6.2 Human Resource Development/Management;
- 6.3 Skills Development Facilitator;
- 6.4 Employee representatives from all occupational categories/levels; and
- 6.5 Senior Management assigned with the responsibilities.

7. PROCUREMENT OF TRAINING AND DEVELOPMENT SERVICES

- 7.1 Procurement of all training and skills development services shall be done in line with the Departmental/College legislation on Supply Chain Management.
- 7.2 Components may develop specifications for training interventions in line with their needs, however the approval of suppliers would be based on the cost benefit analysis of the training programme.
- 7.3 Training suppliers must be accredited with the relevant SETAs.
- 7.4 The National School of Governance remains the preferred provider of in-service training courses in the public service. Details of National School of Governance courses are provided in its annual prospectus and nominations are done through the Training and Development unit.
- 7.5 Some government Departments, e.g. National Treasury, often provide training in their own specialist fields. The Training and Development unit shall liaise and network with these Departments to provide individuals and the Department with information on specialist training and development. Queries relating to these should be forwarded to the Training and Development unit.

8. DISPUTE RESOLUTION

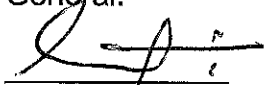
Any dispute arising out of the interpretation and/or application of this Directive shall be dealt with in terms of the DHET Labour Relations Manual.

9. NON-ADHERENCE

It is incumbent on the appropriate officials to bring the contents of this circular to all the relevant persons concerned and non-adherence of this directive will construe an offence of misconduct.

10. EFFECTIVE DATE

The effective date of this Circular is the date on which it is officially signed by the Director-General.



Mr GF Qonde

Director-General: Higher Education and Training

Date: 12/05/2019