



OFFICE OF THE PREMIER

TRAINING AND DEVELOPMENT POLICY, 2024

A handwritten signature in black ink, consisting of a large, stylized 'R' followed by a smaller 'G'.

Table of contents

ITEM TITLE	PAGE
Definitions	3
1. Introduction	5
2. Purpose	5
3. Regulatory framework and Mandate	6
4. Scope of applicability	6
5. Policy principles	6
6. Training process	7
7. Roles and responsibilities	8
8. Recovery of fruitless and wasteful expenditure	12
9. Recognition of Prior Learning	12
10. Recognition for Improved Qualifications	12
11. Conditions/criteria for recognition of improved qualifications	12
12. Compulsory induction and orientation	15
13. Seminars /Conferences/Summits and Workshops	15
14. Training offered by National School of Government	16
15. Subsistence Travel and Accommodation	16
16. Policy Monitoring and Review	16
17. Compliance	167

DEFINITIONS

Accredited training service providers; means Recognition granted by Education and Training Quality Assurance body to ensure that the Training Providers' programmes and learning material including assessment is in line with the South African Qualifications Authority Act and National Qualifications framework.

Conference; A meeting, sometimes lasting for several days, in which people with a common interest participate in discussions or listen to lectures for knowledge enhancement.

Fruitless and wasteful expenditure: an "expenditure which was made in vain and would have been avoided had reasonable care been exercised".

National School of Government; is a schedule 1 Department, established in terms of the Public Service Act.

Personal development plan; development interventions aligned to employee Performance Agreement (PA) that will capacitate employee to perform Key Result Areas (KRA's).

Continuous Professional Development CPD. It refers to any type of learning one undertakes which increases one's knowledge understanding and experience of a subject area or role. It is an ongoing planned learning and development process.

Recognition of prior learning (RPL); means the principles and processes through which the prior knowledge and skills of a person are made visible, mediated and assessed for the purpose of alternative access and admission, recognition and certification, or further learning and development.

Sector Education and Training Authorities; is a vocational skills training organization in South Africa.

Seminars; A meeting, sometimes lasting for several days, in which people with a common interest participate in discussions or listen to lectures for knowledge enhancement.

Skills gaps; a significant gap between an organization's skill needs and the current capabilities of its workforce.

Training and development; is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. „

Workplace Skills Plan; a strategic document that articulates how the employer is going to address the training and development needs in the workplace.

Bursary; shall mean financial assistance awarded by the state, or a Sector Education and Training Authority (SETA), to an employee of the state to assist with the costs associated with furthering studies for the attainment of an improved qualification.

NQF; shall mean the national qualifications framework as defined in Section 1 of the national Qualification Framework Act (Act 67 of 2008).

Improved qualification; shall mean the attainment, subsequent to appointment in the service of a fully completed national qualification, registered on the National Qualification Framework (NQF) on a higher level than the highest relevant qualification provided that the qualification is not a requirement for appointment to the post occupied by the employee.

Relevant Qualification; shall mean an improved qualification which is related to an employee's scope of work and enhances the employee's performance and service delivery by the employee.

SAQA; means the South African Qualifications Authority as defined in Section 1 of the National Qualification Framework Act, 2008 (Act 67 of 2008).

In service training; means essential work experience that is part of the qualification and necessary to achieve the qualification.

Compliance training; refers to training that is undertaken to meet the requirements of specific legislation.

1. INTRODUCTION

- 1.1 The Office of the Premier is committed to the training and professional development of its employees. In pursuit of this commitment, the Office undertakes to facilitate concerted and targeted continuous learning and professional development interventions through various learning and development programs and activities. The emphasis is on the importance of skill enhancement for employees to perform better and achieve personal growth, benefiting both the individual and the Department and to drive change agenda of government.
- 1.2 To close the skills gaps and enhance the skills profile of its work force, the employee personal development plans and the outcome of the skills audit process will serve as an input into the development of the Workplace Skills Plan (WSP) which in turn shall lead to the facilitation of training and development interventions. In this regard, the Office will through Supply Chain Management (SCM) endeavour to source services of accredited, experienced and competent professional service providers to render training services to its workforce. This policy governs and outlines all the requirements, processes and procedures to facilitate training for the employees in the Office.

2. PURPOSE

2.1. The purpose of this policy is to:

- 2.1.1. Provide a framework for the administration and management of training and skills development in the Office of the Premier.
- 2.1.2. address the inequalities of the past through training and development of previously disadvantaged groups
- 2.1.3. facilitate targeted and focused training interventions to close the identified employee skills gaps;
- 2.1.4. facilitate training outlined as compulsory for specific target groups
- 2.1.5. to invest in the training and professional development of employees for the benefit of improved and quality service rendered by the Office;
- 2.1.6. establish a structured fair and transparent process in the training and development of employees.
- 2.1.7. To ensure return on investment



3. REGULATORY FRAMEWORK AND MANDATE

3.1 This policy is regulated by the following legislation:

- 3.1.1 Constitution of the Republic of South Africa, 1996
- 3.1.2 Public Service Act, 1994, as amended;
- 3.1.3 Public Service Regulations, 2023;
- 3.1.4 Skills Development Act, 99 of 1997
- 3.1.5 Skills Development Levies Act, 99 of 1998
- 3.1.6 Employment Equity Act, 55 of 1998
- 3.1.7 South African Qualification Authority Act, 58 of 1995
- 3.1.8 Treasury Regulations
- 3.1.9 Public Finance Management Act, 1 of 1999
- 3.1.10 Occupational Health and Safety Act, 85 of 1993 and its Regulations
- 3.1.11 Department of Public Service and Administration Directives,
- 3.1.12 Occupational Specific Dispensation Directives
- 3.1.13 Office Debt Management Policy

4. SCOPE OF APPLICABILITY

4.1 This policy is applicable to all current employees in the Office of the Premier.

5. POLICY PRINCIPLES

5.1 The following are the principles underpinning this policy:

- 5.1.1 Employees are encouraged to attend NQF/recognised certification/credit bearing/unit standard aligned training and development interventions;
- 5.1.2 Administration of training shall be free of unfair discrimination, whether direct or indirect on all listed grounds, including but not limited to race, gender, marital



status, religion, HIV status, culture, political affiliation, language, ethnicity or social origin and disability;

5.1.3 Training and development interventions shall be implemented to address the identified employee skills Gap with a view to enhance employee skills profile.

5.1.4 Services of accredited, experienced and competent professional service providers on the central supply database (CSD) shall be acquired to render training and development for the employees.

5.1.5 Once the training has been booked and confirmed by Human Resources Management the employee concerned shall be obliged to attend in order to prevent fruitless expenditure.

5.1.6 Recommend to the Accounting Officer to implement the penalty clause for employees who failed to attend scheduled paid training.

6. TRAINING AND DEVELOPMENT PROCESS

6.1 The following is the process to be followed for employees to attend training:

6.1.1 The supervisor and the employee shall identify training needs or gaps either during the recruitment process through competency assessment or during performance contracting/ assessment and skills audit process.

6.1.2 The employee shall then complete the Personal Development Plan forms outlining skills gaps and proposed interventions;

6.1.3 The employee shall prepare a submission to attend training, in the event the required training is not part of the Personal Development Plan and Skills Audit;

6.1.4 Completion and submission of the training nomination form by the employee and line manager/ supervisor then submitted to Human Resources Management for processing;

6.1.5 Sourcing of the training services by Human Resources Management through Supply Chain Management;

6.1.6 Notification to the employee by Human Resources Management of the identified training service provider, dates and venue for the training.

6.1.7 The Programme Manager may also submit training and development request based on the needs of the unit as and when required.



- 6.1.8 The programme Manager may also submit a request for attendance of workshop/training or seminars that will enable an employee to obtain and maintain their CPD points or registration with a professional body.

7. ROLES AND RESPONSIBILITIES

7.1 IMMEDIATE SUPERVISOR

7.1.1 The immediate supervisor shall:

- 7.1.1.1 In consultation with the employee identify the skills gaps/ training requirements to enhance employee skills profile;
- 7.1.1.2 Ensure that training interventions are aligned to the identified skills gaps/ to the functions performed by the employee in the Office;
- 7.1.1.3 Ensure that there is a Personal Development Plan for the employees;
- 7.1.1.4 Sign-off the training forms and release the employee to attend training on the scheduled dates;
- 7.1.1.5 Through proper planning, never uses work load to refuse/ withdraw the employee from attending training;
- 7.1.1.6 Evaluate the employee performance post completion of training and advise if the training had an impact on the identified skills gaps;
- 7.1.1.7 In consultation with the employee, prepare submission for approval by the delegated authority to withdraw the employee from training, provided such withdrawal is in the interest of the employer;
- 7.1.1.8 Take disciplinary steps against the employee who fail to attend a scheduled training without valid reasons.

7.2 EMPLOYEE

7.2.1 The employee shall:

- 7.2.1.1 Take initiative for his/her training and development needs;
- 7.2.1.2 In consultation with the supervisor, identify the training interventions based on
- 7.2.1.3 the skills gaps/ training requirements to enhance employee skills profile;



- 7.2.1.4 Complete the Personal Development Plan (PDP)
- 7.2.1.5 In an instance where the training is not identified in the PDP, prepare and submit the request to attend training to HRM;
- 7.2.1.6 Complete and sign the training nomination forms;
- 7.2.1.7 Attend training as scheduled;
- 7.2.1.8 Submit the attendance registers for the training attended where possible;
- 7.2.1.9 Apply the skills/ knowledge acquired during training;
- 7.2.1.10 Responsible for the costs incurred for training in the event of non-attendance and non-submission of Portfolio of Evidence (POE) where possible;
- 7.2.1.11 Through proper planning, never uses work as an excuse for non-attendance of training.
- 7.2.1.12 Declare any gift to the Ethics Officer received from the training service provider from the training attended in accordance with the applicable policy framework.

7.3 DIRECTOR-GENERAL

- 7.3.1 The Director-General/ the delegated official shall:
 - 7.3.1.1 Ensures that all employees adhere to the policy provisions without exception;
 - 7.3.1.2 Accountable for training and development of staff in the Office;
 - 7.3.1.3 Ensures availability of funds for employee training and development
 - 7.3.1.4 Approve the training plan and Workplace Skills Plan for the Office.

7.4 HUMAN RESOURCES DEVELOPMENT COMMITTEE

- 7.4.1 The Human Resources Development Committee shall:
 - 7.4.1.1 Provide strategic guidance to the office on all issues of training and development;



- 7.4.1.2 The Human Resources Development Committee shall meet on quarterly basis to deliberate on training and development activities of the office;
- 7.4.1.3 Monitor all training and development issues/matters;
- 7.4.1.4 Ensure that Workplace Skills / Training plan is informed by the employees Performance Development Plans and/or identifies training needs;
- 7.4.1.5 Provide inputs in the development of Workplace Skills Plan;
- 7.4.1.6 Ensure that training and development opportunities are available to all occupational categories of staff, and they have equal access to training and development;
- 7.4.1.7 Ensure availability of mentors and coaches and that the necessary training with respect to coaching and mentoring is provided;
- 7.4.1.8 Recommend changes (if any, based on patterns and trends of training in the office and or problems encountered) to enhance Training and Development Policy;
- 7.4.1.9 Review training and development reports.

7.5 THE HUMAN RESOURCES DEVELOPMENT COMMITTEE SHALL BE CONSTITUTED BY THE FOLLOWING:

- 17.5.1 Chief Director: Corporate Management - Chairperson;
- 17.5.2 Chief Director: Policy and Planning;
- 17.5.3 Director: Human Resources Management;
- 17.5.4 Director: Provincial Human Resources Development;
- 17.5.5 Director: Budgeting;
- 17.5.6 Director: Strategic Management Services;
- 17.5.7 Chief Risk Officer;
- 17.5.8 Representative of the Employment Equity Forum;
- 17.5.9 Deputy Director: Human Resources Development — Secretariat & Advisory Services;
- 17.5.10 The chairperson plus four members will make a quorum to adjudicate on the HRD Matters.



7.5 HUMAN RESOURCES MANAGEMENT

7.5.1 The Human Resources Management shall:

- 7.5.1.1 Develop and review the training and development policy;
- 7.5.1.2 Monitor and advice on the implementation of the training and development policy;
- 7.5.1.3 Administer the training and development process for the employees in the Office;
- 7.5.1.4 Advise and inform the employees on their training schedule;
- 7.5.1.5 Consolidate the Personal Development Plans to develop Workplace Skills Plan and training;
- 7.5.1.6 Obtain the attendance registers from training service providers as a confirmation that the employee attended training;
- 7.5.1.7 In consultation with the Chairperson, convene the Human Resources Development Committee meetings;
- 7.5.1.8 In consultation with Finance, budget for the training and development of employees;
- 7.5.1.9 Develop and maintain a database of all trainings attended by employees;
- 7.5.1.10 Prepares training reports for Human Resources Development Committee and Management in the Office;
- 7.5.1.11 Promptly facilitate payments of service providers for training services rendered;
- 7.5.1.12 Recommend to the Accounting Officer to implement the penalty clause for employees who fail to attend a scheduled and already paid for training;
- 7.5.1.13 Maintain accurate filing and record keeping of the training function in the Office;
- 7.5.1.14 Provide Secretarial and advisory services to the Human Resources Development Committee;
- 7.5.1.15 Engage with the relevant Sector Education and Training Authorities on Recognition of Prior Learning;
- 7.5.1.16 Provide the Sector Education and Training Authorities with the identified employees for recognition of prior learning.



7.6 SUPPLY CHAIN MANAGEMENT

7.6.1 The Supply Chain Management shall:

- 7.6.1.1 Source training services from accredited service providers in consultation with the affected units or unit desirous of the service where required;
- 7.6.1.2 Develop and maintain the database of the accredited training service providers.

7.7 SECTOR EDUCATION AND TRAINING AUTHORITIES

7.1 The Office may apply for discretionary or mandatory funds to any applicable Sector Education and Training Authority (SETA) for additional funds to support the implementation of training and development interventions

8. RECOVERY OF FRUITLESS EXPENDITURE

- 8.1 Employees are expected to attend training as scheduled and submit portfolio of evidence where required and failure to do so shall be liable to the cost incurred through deduction from their salaries in accordance with the applicable legislation.
- 8.2 The deduction related to non-attendance of trainings will be effected in terms of approved Debt Management policy.
- 8.3 The following conditions shall exempt the employee from refunding the costs incurred for the training:
 - 8.3.1 Formal cancellation/ withdrawal five (5) working days prior to the training, except in case of emergency;
 - 8.3.2 Inability to attend training due to sickness and submission of a valid medical certificate as a proof of incapacity;
 - 8.3.3 Withdrawal by the supervisor following the formal approval by the delegated authority;

9. RECOGNITION OF PRIOR LEARNING

9.1 Recognition of Prior Learning (RPL) is an assessment process through which employees may be awarded credits for learning which they have already obtained



through work experience and is different from Recognition of Improved Qualifications.

9.2 The employees identified for recognition of prior learning shall be subjected to the assessment processes as determined by the identified service provider

10. RECOGNITION OF IMPROVED QUALIFICATIONS

10.1 The Recognition of Improved Qualifications is applicable to all the employees employed in terms of the Public Service Act (PSA) including those covered by an Occupational Specific Dispensation. Members of the Senior Management Services are excluded.

10.2 Recognition of Improved Qualifications emanates from the Public Service Coordinating Bargaining Council (PSCBC) Resolution 1 of 2012 in which parties resolved that the employer shall:

10.3 Recognize an improved qualification which is related to an employee's scope of work and enhances the employee's performance and the service delivery by the employee.

10.4 Upon an attainment of an improved qualification an employee will receive a once-off cash bonus of 10% of the employee's annual salary notch, provided that this does not exceed 10% of the minimum notch of salary level 8.

10.5 The cash bonus referred to in paragraph (10.2.2) above will be payable with effect from 1 January 2013.

10.6 Any employee who received a state funded bursaries, either partly or in full, for the attainment of an improved qualification is not eligible for the once-off bonus referred to in paragraph (4.1.2).

11. CONDITIONS/CRITERIA FOR RECOGNITION OF IMPROVED QUALIFICATIONS

11.1 The improved qualification must where applicable consist of the following:

11.1.1 be related to the employee's scope of work and enhances the employee's performance and service delivery;

11.1.2 be a higher-level qualification on the National Qualifications framework (NQF) than the minimum qualification required for appointment in the

employee's specific post;

11.1.3 be successfully and fully completed.

11.1.4 be a national qualification registered on the NQF by SAQA

11.2 PROCESS TO BE FOLLOWED TO APPLY TO STUDY AND PAYMENT FOR CASH BONUS FOR IMPROVED QUALIFICATIONS

11.2.1 Office must define the qualifications which are relevant or related to their respective areas of work and which they intend to recognize.

11.2.2 The qualifications must be consulted with Labour in the respective Chambers. In defining those qualifications Office shall obtain concurrence with. The Department of Public Service and Administration (DPSA) on the definition of those qualifications before they are published.

11.2.3 An employee who Intends to register for an improved qualification, upon completion of which he/she wishes to be considered for. the cash bonus referred to in this agreement must inform the Department of which qualification he/she intends to register.

11.2.4 The Accounting officer or his/her delegate shall consider the employee's request for approval and provide written feedback within "one month from the date of submission of the request as to whether the request is approved or not, should the request not be approved, reasons for non-approval must be provided.

11.2.5 Improved qualifications completed and attained before 1 January 2013 shall not be eligible for the payment of the cash bonus.

11.2.6 An employee who attains more than one improved qualification will not qualify for more than one cash bonus.

11.2.7 After successful completion of the improved qualification, the employee shall make a formal request for the payment of the once-off cash

11.2.8 An employee must , upon attainment of an improved qualification submit to the employer a prescribed application form for a cash bonus.

11.2.9 The application form for payment of a cash bonus for an improved



qualification must be accompanied by:

- 11.2.9.1 an original certified copy of the improved qualification.
- 11.2.9.2 an original certified copy of the study record (transcript) of the improved qualification.
- 11.2.9.3 A copy of fully completed and signed Job description of the employee

12. COMPULSORY INDUCTION PROGRAMME AND ORIENTATION

- 12.1 The Office shall through its Human Resources Development unit coordinate facilitation of the Compulsory Induction Programme aligned to Department of Public Service and Administration (DPSA) for all newly appointed employees of the Office;
- 12.2 Induction of new employees or first-time participants into the Public Service will be facilitated in accordance with National School of Government Compulsory Induction Programme;
- 12.3 All newly appointed officials are expected to attend office orientation programme within three months of their appointment.
- 12.4 Confirmation of probation for new employee will only be done upon successful completion of Compulsory Induction Programme.

13. SEMINARS /CONFERENCES/SUMMITS AND WORKSHOPS

- 13.1 Attendance of Conferences, Workshops and Seminars may be used as appropriate intervention to keep employees abreast with developments in their respective fields;
- 13.2 Expenses for Conferences/Workshops or Seminars should be included on the departmental training budget;
- 13.3 Attendance must add value, that is, have impact on the strategic objectives, systems and work approaches of the Office;
- 13.4 Attendance of Conferences/Workshops or Seminars should be included in the Personal Development Plan motivated and supported by HRD – Training Coordinator for approval by Programme Manager.

- 13.5 Attendance of international Conferences, Seminars and Courses should be motivated and supported by the Director General for approval by the Premier.
- 13.6 As a general rule, employees are to attend not more than two conference/seminar and in the event an employee has to attend more than one seminar/conference in financial year, the Programme Manager would have to submit a motivation justifying the need for approval by the Accounting Authority;

14. TRAINING OFFERED BY NATIONAL SCHOOL OF GOVERNMENT

- 14.1 The Human Resources Management shall facilitate trainings services offered by the National School of Government in accordance with Section 15.10.1 (c) and 16 A 6.4 of the Treasury Regulation.

15. SUBSISTENCE TRAVEL AND ACCOMMODATION

- 15.1 Employees attending training shall be provided with subsistence travelling and accommodation in line with the Subsistence & Traveling policy.
- 15.2 Accommodation and subsistence & travelling costs of the employee attending training shall be payable from the officials' Directorate budget.

16. POLICY MONITORING AND REVIEW

- 16.1 The Director: Human Resources Management shall monitor the implementation of this policy and provides quarterly report. Policy shall be reviewed as and when the need arises.

17. COMPLIANCE

- 17.1 Failure to comply with this policy will result in disciplinary actions.

APPROVAL



M.P MOGOTLHE
DIRECTOR GENERAL

DATE OF APPROVAL: 30/03/2025