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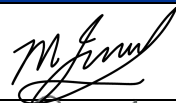
Better
Every Day

TRAINING & DEVELOPMENT POLICY

Policy Prepared by:

NAME	DESIGNATION	SIGNATURE	DATE
Adelai van Heerden	HR Administrator (Policies & Procedures)		04/05/2023

Policy Approved by:

NAME	DESIGNATION	SIGNATURE	DATE
Morné Van Jaarsveld	Corporate Services Director		24/08/2023
Henry Galloway	HR Manager (Labour Relations)		04/05/2023

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1. PURPOSE

Montego Pet Nutrition is committed to the structured and systematic training and development of all its employees on an ongoing basis. This will enable them to perform their duties effectively and efficiently.

Training and Development Programmes will also be provided to enable employees to acquire skills, knowledge and other attributes and develop their potential to meet Montego Pet Nutrition's future human resource needs.

The training and development of employees will commence on their appointments and continue for as long as the employee is employed by Montego Pet Nutrition. Current employees will be drawn into the training process in accordance with the skills gap established by way of a structured Analysis of Training Needs.

2. DEFINITIONS

TERM	DEFINITION
Accreditation	means a process through which an organisation's capacity to perform or deliver training and or assessment is recognised and approved to fulfil the intended outcomes.
Assessment	means a process of gathering sufficient information for evaluating what learners know and can do, this may take place through several methods, for example, portfolios, simulations, workplace assessments or written and oral examinations.
Career pathway	means a plan you need to progress through the learning bands on a chosen career path.
Designated groups	means to refer to black people (African, Coloured, and Indian), women and people with disabilities, in terms of the <i>Employment Equity Act (EEA)</i> .
Education, training, and development	means practices which directly and indirectly promote or support learning. Teaching or designing learning materials or programmes or managing learning institutions or programmes are all examples of such practices.
In-house	means programmes that are presented to employees of <i>Montego Academy</i> by internal service providers.
Learnership	means both structured learning and practical work experience that offer an individual the opportunity to further their experience or qualifications.

All terminologies not defined under Section 2 of this Policy shall bear the same meaning as in the applicable Legislation.

3. LEGAL FRAMEWORK

The following national Laws and Policies impact how an organisation approaches education, training, and development:

- Constitution of the RSA, 108 of 1996
- Skills Development Act, 97 of 1998 as amended.
- Skills Development Levies Act, 1998 as amended.
- South African Qualifications Authority Act, 58 of 1995
- Employment Equity Act, 55 of 1998
- Labour Relations Act, 65 of 1995 as amended.
- Occupational Health and Safety Act, 85 of 1993
- Basic Conditions of Employment Act, 75 of 1997

4. ACRONYMS

SDA	Skills Development Act
SDF	Skills Development Facilitator
WSP	Workplace Skills Plan
SDL	Skills Development Levy
LMS	Learning Management System
SETA	Sector Education and Training Authority
PPE	Personal Protective Equipment
COIDA	Compensation for Occupational Injuries and Diseases Act
KPA	Key Performance Area

5. SCOPE

The terms “Education, Training and Development” are diverse and cover various forms of learning that take place at diverse sites as well as at specialist and academic institutions.

The Policy will apply to all employees of Montego Pet Nutrition.

6. POLICY OBJECTIVE

The objective of the Policy is to regulate the training, and developing of all employees of Montego Pet Nutrition within its financial ability and resources available through:

- Development of training and *Skills Development Strategy* which are in line with the stipulations of the *SDA* as amended and other relevant legislations.
- Introducing fair and reasonable objectives and principles for education, training, and development of employees in the employ of Montego Pet Nutrition.

- Providing guidelines for training and development of employees in the employment of Montego Pet Nutrition.
- Conducting thorough skills audits and identifying gaps existing and devising strategies in terms of the broader vision of Montego Pet Nutrition.
- Assisting in providing remedial programmes for weaknesses identified during performance assessments.
- Allocate significant training resources, within the means of Montego Pet Nutrition.
- Offering education, training and development programmes that focus on literacy, numeracy, technical competencies and management and development programmes.

7. POLICY CONTENT

7.1 Skills Development Facilitator (SDF)

The *SDF* will co-ordinate and implement *Skills Development Programmes* and ensure compliance to legislative requirements as follows:

- Develop and submits the *WSP*.
- Establishing and ensuring the functionality of a consultative structure / training committee.
- Ensuring the implementation of the *WSP*.
- Reporting on the implementation of the *WSP*.
- Ensuring effective management and coordination of the arrangements related to the *SDL* and levy grants.
- Application of discretionary grants to run Learnerships, Internships and Bursary Programmes

7.2 Approach to training and development

The types of training courses and development opportunities offered at Montego Pet Nutrition, will be determined by the identified skills gaps within our employee pool. This will be done through a Skills Audit, and it is imperative for employees to take personal responsibility for their Skills Development and Training by indicating their training needs to their Supervisors / Managers.

Montego Pet Nutrition is committed to ensuring that all the employees receive proper and appropriate education and training, depending on our ability to afford training courses for our employees (where applicable) and in line with our Business Goals.

Where possible, employees will be supported to enable the following:

- To meet the requirements of their present jobs.
- To support employees' personal development and the attainment of national qualifications.

- To enable employees to make the most of their potential to perform. Montego Pet Nutrition will only implement training that has been identified and captured in a *WSP* of a particular year provided there are sufficient funds available.

7.3 Quality Assurance / Accreditation

To manage Quality Assurance, Montego Pet Nutrition will utilise in-house as well as accredited service providers to conduct training.

A process to screen and assess the organisation's capacity to perform or deliver training will be conducted and Proof of Accreditation will be supplied by the prospective service provider.

7.4 Types of Training and Development Initiatives

Montego Pet Nutrition will make use of the following *Training and Development Initiatives* in developing the skills and competencies of its Montego Pet Nutrition employees, provided that the said training has been identified and captured in the *WSP* of that particular financial year.

Skills Programmes

Based on the outcome of the Skills Audit, Performance Gaps, the Training Analysis, and the Regulatory Requirements Montego Pet Nutrition will embark on *Skills Programmes* which are smaller units of learning which are credit-bearing and may build towards a qualification to address the skills and competency gaps of the employees.

Montego Pet Nutrition will be responsible for the training costs of the *Skills Programme* and the employee shall in return be expected to submit a *Portfolio of Evidence* for assessment and certification reasons.

Learnerships

Montego Pet Nutrition will also address the employees' skills gaps by implementing *Learnership Programmes*, which are dependent on the length of the programme.

Employees will be released in terms of the identified programme to attend classes during working hours and will be expected to submit *Portfolio of Evidence* for assessment reasons to obtain a qualification.

Recognition of Prior Learning

Recognition of Prior Learning is an assessment process through which learners may be awarded credits for learning that they have already obtained through work experience or some form of *Prior Learning*. During this assessment, they must display that they meet the learning outcomes in the *Learning Standards* for a particular qualification by demonstrating what they know and are able to do. It is possible to obtain the whole qualification or part thereof.

Employees who have vast experience in the duties but do not possess a qualification will be placed on *Recognition of Prior Learning Programme*, where Montego Pet Nutrition will identify an accredited Institution or a Service Provider who will assess the employees' skills and assist him/her in building a *Portfolio of Evidence* for assessment, and when found competent, will be certificated.

7.5 Course Opportunities

Montego Pet Nutrition has put aside a budget to develop the employees' skills in a form of *Course Opportunities*. The responsibility of awarding *Course Opportunities* lies with the HOD in collaboration with the Human Resources Department and shall be awarded in line and as informed by the approved employee development plan for the financial year. During the *Needs Assessment*, the employee must have indicated the training required for capturing in the *WSP*.

7.6 Activities for the Compilation of a Workplace Skills Plan (WSP)

The *SDF* will ensure that the following activities are undertaken in compiling the *WSP* and annual training report for implementation and reporting purposes:

- Review of the *Skills Audit* on an annual basis.
- Apply for *Discretionary Grants* for the implementation of Employed and Unemployed Learnerships.
- Conduct *Training Needs Analysis* by:
 - Identifying training needs that shall enhance service delivery.
 - Circulating communique to all HOD's / Managers / Supervisors for submission of *Individual Developmental Needs* (including training and development needs).
 - Liaising with HOD's / Managers / Supervisors to identify *Performance-based Training Needs*.
 - Liaising with the SHE Manager to identify *Compliance Training Needs*.
 - Convention of the *Executive Training Committee* meeting to discuss, classify, prioritise, and approve training needs to be captured in the *WSP* for that particular financial year.

7.7 Development of a Workplace Skills Plan (WSP) / Annual Training Report

In compliance with the training requirement, a *WSP* must be developed each year to indicate the training intervention to be conducted for the year in response to the outcome of the developmental needs analysis while at the same time the *Annual Training Report* is concluded to report on training implemented the previous year.

8. INTEGRATION TO EMPLOYMENT EQUITY (EE)

The development and implementation of the *WSP* will consider and align with the Employment Equity of Montego Pet Nutrition to address the imbalances of the past.

9. RETURN ON INVESTMENT

A commitment shall be made, by all employees participating in programmes to submit evidence for all *Accredited and Unit Standard-aligned Training* for assessment and certification of competence at their own time.

- An employee who was awarded a training opportunity shall commit himself/herself by signing the *Bonding Agreement* in terms of the *Training and Development Policy*.
- Should an employee be found “not yet competent,” after submitting the *Evidence of Training*, he/she shall be given an opportunity to complete the programme at own cost and submit *Proof of Competency* to the Human Resources Department.
- An employee who fails to submit training evidence shall be deemed to pay back the funds incurred for the training in question.
- Upon successful completion of the intervention the employee must work for the Montego Pet Nutrition equivalent to the years he/she has studied e.g., one (1) year equals twelve (12) months of work.

10. ROLES AND RESPONSIBILITIES

10.1 Montego Pet Nutrition’s role

- To encourage and facilitate the education, training, and development of all employees in recognition of the strategic importance thereof.
- Montego Pet Nutrition is responsible for:
 - Ensuring compliance with relevant Legislation and National Strategies.
 - Approving (with due consultation) the *Training and Development Policy* and implementation thereof.
 - Evaluating and assessing results and or progress.
 - Providing the required resources as well as the infrastructure for delivery to meet strategic objectives, implementations and priorities for Education, Training, and Development.

10.2 HOD’s / Managers’ / Supervisors’ role

- The education, training and development of employees are *Key Performance Areas (KPA)* for line Management. Their role is proactive, developmental, and monitoring.
- HOD’s / Managers / Supervisors are primarily responsible and accountable for:
 - Ensuring that employees are educated, developed, and trained to do their work competently by continually monitoring performance and identifying developmental needs.
 - Coaching, counselling, and mentoring employees on an ongoing basis.
 - Liaising with the *SDF* to address the identified developmental needs.
 - Facilitating and actively supporting the transfer of skills to the workplace (that is, the implementation of the newly acquired or enhanced skills and knowledge).

- Monitoring and evaluating the acquisition of and the subsequent transfer of skills, knowledge, and attitudes (competencies) in the workplace and taking the necessary action.
- Familiarising themselves with the relevant Legislation to ensure compliance.

10.3 Employees

- Employees should play an active role in the identification of their own developmental needs and should commit themselves to participation in and ownership of Education, Training, and Development Programmes to ensure the success of learning interventions.
- Their responsibilities amongst others include:
 - Liaising with their line Manager regarding their competency and performance to identify/determine their developmental needs.
 - Making use of education, training, and developmental opportunities in a responsible manner.
 - Transferring newly acquired or enhanced skills, knowledge, and attitudes into the workplace, thus improving performance.

10.4 Human Resources (HR)

The Human Resources department plays a supportive and integrative role regarding education, training, and development.

The HR Department is primarily responsible for:

- Providing the Infrastructure, Systems, Procedures, and Policies to ensure compliance with Legislative requirements and corporate education, training, and development initiatives.
- Ensuring that all training and development activities and initiatives are aligned with the overall integrated *Human Resource Management Strategy* for the organisation.

10.5 Skills Development Facilitator

The *SDF* is responsible for:

- Facilitating, implementing, monitoring, evaluating, and assessing all *Learning Interventions* as set out in the policy framework.
- Advising and providing guidance to all role players regarding education, training, and development initiatives of a corporate or functional specific nature.
- Ensuring the development and implementation of the *WSP*.
- Establishing and maintaining a database with all relevant information on education, training, and development of all employees.
- Custodian of the *Training and Development Policy*.
- Monitoring and reporting on budgets and expenditure relating to education, training, and development.
- Liaising and co-operating closely with all relevant parties.

10.6 Training Initiatives

Training initiatives shall be the responsibility of the Skills Development Facilitator in collaboration with Supervisors and Managers, with the primarily responsibility for:

- Determining the strategic direction of education, training, and development in alignment with the Montego Pet Nutrition Vision, Mission, and Values of the organisation.
- Developing the *Skills Development Plans* in accordance with the legislative, regulatory, and organisational priority requirements.
- Ensuring the uniformity of the implementation of *Education, Training and Development Strategies*, interventions, and initiatives at a corporate level.

11. COMMUNICATION

This Policy will be communicated to all Montego Pet Nutrition employees using the full range of communications channels available at Montego Pet Nutrition.

12. QUERIES

All queries should be referred to the Human Resources Department for clarification.