

EDUCATION, TRAINING & DEVELOPMENT POLICY



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Policy Number:	Approved Date:
Effective Date:	Review Date: as when necessary

Notwithstanding the review date herein, this policy shall remain effective until such time approved otherwise by Council and may be reviewed on an earlier date if necessary.

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1. VISION

The vision of training and development is to:

- Create an environment within which municipal employees can realize their full potential to enable them to make a meaningful contribution towards achieving municipality's vision.
- Enable Council to implement and execute towards achieving its Human Resources Strategic Objectives.
- Develop skills and competencies in the workplace in so far as;
 - To improve the quality of life of workers and their prospects of advancement within the workplace;
 - To improve productivity by enhancing skills development, employee motivation, capacity building and career path opportunities in the workplace and the competitiveness of municipality;
 - To improve the service delivery;
 - To make municipality a learning institution.
 - The Constitution of South Africa stipulates in section 195(h), "Good Human Resources Management and Career Development Practices, to maximize human potential, must be cultivated". In light of this the Municipality acknowledge the duty for ensuring that its Human Resources and in specific intellectual property for ensuring that its human resources are developed to the fullest. Education, training and development opportunities must be provided to all".

2. LEGAL FRAMEWORK

The policy and undertaking to train and develop employees is derived from legal requirements and in specific the following Acts:

The Constitution of the Republic of South Africa Act 108 of 1998
The Skills Development Act 97 of 1998

3. TERMINOLOGY

COMPETENCY

The ability to do something or a job properly

UNIT STANDARDS

Registered statements based on desired education and training outcomes and their associated assessment criteria.

LIFE LONG LEARNING

This concept refers to the concept of an employee furthering their education by continuous learning at any stage of their lives, and obtaining accreditation for such learning through registered academic institutions.

RECOGNITION FOR PRIOR LEARNING

Giving a person credit for what they know and can do, even if they did not acquire it through a formal learning program.

TRAINING AND DEVELOPMENT

Training and development both refer to the gaining of skills. Both concepts are regarded as learning experiences. Training refers to a systematic and planned process to change the knowledge, skills and attitudes of employees in such a way that organizational objectives are achieved. Employee development is directed mainly at creating learning opportunities and making learning possible within the organization.

EDUCATION

Education refers to the formal gaining of knowledge at a registered academic institution e.g. Formal schooling years, Grade 1 to 12 inclusive.

LEARNERSHIP PROGRAM

Learnership programs refer to a learning program where the person spends some time learning theory and some time learning practical skills in a workplace. When completed it will constitute a credit towards a qualification registered in terms of the National Qualifications Framework as defined in Section 1 of the South African Qualifications Authority ACT.

ACCELERATED TRAINING

Accelerated training refers to specially designed courses that have a high impact on the acquiring of specific skills. High intensity training is outcome-based training, which is done, in a short period of time.

MENTORSHIP PROGRAMME

These training programs refer to constructed development programs for identified employees that would include structured supervision and coaching by another person, preferably within the municipality, or related to the type of coaching being given to the employed.

SUCCESSION PLANNING

Refers to the structured career development of an employee who is identified for a specific position aimed at future appointment, to that specific position. The incumbent to be developed is to be supervised by the incumbent already in that specific position.

EMPLOYEE

- Employee means any person, excluding an independent contractor who works for the Municipality and who received, or is entitled to receive, or is entitled to receive any remuneration: or
- Any other person who is in any manner assists in carrying on or conducting the business of an employer. “Employed” and “unemployment” have corresponding meanings.

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

South African Qualifications Authority means the South African Qualifications Authority established by section 3 of the South African Qualifications Authority Act.

ASSESSMENT

It is the process by which a learner is evaluated against a set of standards to be competent or not.

ASSESSMENT CRITERIA

The detailed standard for measuring and judging a learner’s performance

ASSESSMENT PLAN

A plan of the events for the assessment

ASSESSOR

A person who is qualified to judge competence by examining the information that has been collected, on a learner in accordance with criteria established for this purpose by a Standards Generating Body.

NATIONAL QUALIFICATION

A Nationally recognized qualification made from unit standards.

NATIONAL QUALIFICATION FRAMEWORK

The new national education system that joins together academic, technical, commercial and occupational learning and which is open to all.

NATIONAL STANDARD

The standard of competence required for a national qualification.

OUTCOME

Proving competence or incompetence, by doing a task (or being unable to do a task) using the necessary skills.

SKILL

The knowledge and ability to perform an activity or task well.

STANDARD GENERATING BODY

A body that sets standards. One credit = 10 notional hours of learning.

EVALUATION

Checking to see whether the intended objective is being reached or not.

OUTCOMES

Proving competence by doing a task using knowledge and skills.

4. ACRONYMS

NQF - National Qualifications Framework

SAQA - South African Qualifications Authority.

OBET - Outcomes Based Education and Training.

ABET - Adult Basic Education and Training.

RPL - Recognition of Prior Learning.

SGB - Standard Generating Body.

ETQA - Education and training Quality Assurance.

ETDP - Education Training and Development Practitioner.

NSA - National Skills Authority.

NTB - National Training Board.

SETA - Sector Education and Training Authority.

5. POLICY STATEMENT

We believe that Human Resources are our most important asset and guarantee for an effective organization, and to this end the municipality recognizes the important contribution that training and development makes, for both effective and efficient service delivery and career development of individuals in municipality.

A. AIM

The aim of this policy is to ensure that each and every employee, from the day they assume duty in the municipality until the end of their career, participate in a properly structured training process that will ensure that their work performance is maximized and potential is fully developed.

B. OBJECTIVES.

To promote training and development as part of a broader strategy for Human Resource development by:

- Equipping all employees with the necessary knowledge, skills and competencies to perform their work effectively, in pursuit of the vision and mission of municipality as well as the employee's vision.
- Enabling employees to deal effectively and pro-actively with change and to the challenges of dynamic work and external environment.

- Enabling employees to acquire development orientated professionalism and the appropriate competencies.
- Helping employees to address issues of diversity whilst promoting a common organization culture so as to or in doing support unity at the workplace.
- Assisting employees in developing a better understanding of the needs of the communities that they are serving, as well as the capability to respond to these needs.
- Creating an enabling environment for the training and development of present and future incumbents. Creating a pool of suitably qualified individuals to be identified and developed in terms of a succession planning program.
- By providing job security to competent individuals.
- By providing equitable access and participation in properly structured training and appraisal processes will ensure that every employee's work performance is maximized, and, that his/her potential is fully developed.

C. TRAINING AND DEVELOPMENT PHILOSOPHY

The training and development philosophy is based on the following principles:

- Equality of access by all employees at all levels to meaningful training and development opportunities.
- Empowerment of especially previously disadvantaged employees and marginalized groups in line with municipality's Employment Equity Policy.
- Democratic, non-racist and non-sexist training and development practices and values.
- Lifelong learning through the National Qualifications Framework Effective career paths for employees.
- Mutual understanding and respect as well as recognition of the diversity of municipality's human resources.
- Quality and cost effectiveness and professional service ethos.

The following Training and Development principles are identified and the policy is geared to ensure that these principles are provided for:

NEEDS ORIENTATED

It is important to align all training and development programs with

needs based on post requirements, the tasks to be performed, and based on the performance gaps of the incumbent.

The primary objective is to improve skills, knowledge, attitudes and values. These are to be specific and must at all-time indicate what the staff member should be able to demonstrate.

At all times the individual, department needs and Municipality objectives be aligned in order to achieve the maximum.

OUTCOME BASED ORIENTATION

Here the emphasis is on outcomes, i.e. what the employee becomes and understands. The direct aim is to develop analytical thinking, improved attitudes, understanding and mastering skills. The main focus therefore is on the results expected at the end of a learning process, called the outcomes and the processes that will take the employee to these ends.

COMPETENCY BASED ORIENTATION

This is based on the identification of operational training and development needs, emanating from the strategic plan and the objectives of the Municipality. These learning modules, with specific training and development objectives, can subsequently be combined to determine if the employees met the training and development needs, and if the employees have the competency to apply the skill effectively.

CAREER PATH TRAINING AND DEVELOPMENT

This must be structured in such way that the need to train or develop is to fulfill time-framed objectives of the employee, department and Municipality.

A contract of agreement must be signed by an employee before he/she is sent for training.

If an employee is being trained at an NQF Level 5 or 6 and other career related courses he/she must Stay with the municipality for at least two years after completion of the course, if the employee fails to comply with Such a condition he/she must pay back the full amount of the course back

to the Municipality or pro rata must be used to recover the municipality's money.

If an employee/councillor fails a course or a module he/she must pay for the courses that he/she failed.

If an employee/councillor decide not to attend a course after the municipality had already paid for the fees, that particular employee/councillor must pay back the full amount of the course back to the municipality.

Employees who are currently registered by the municipality for programmes and do not complete a course, that particular learner must reimburse the municipality for the cost related to the course.

ORIENTATION TRAINING

Orientation training complements the induction process by exposing the new incumbent to information on his/her total work environment.

Areas that could be included include:

The vision, mission, structures, mandates, systems, procedures and programs available. The role and position of the Municipality in the broader Government Sector must also be included.

D. GENERAL POLICY PROVISIONS

The training of employees at all levels forms an integral part of their professional and working life. To this end the following shall apply:

The training of employees in senior and middle management positions must be linked to the process of strategic management and policymaking.

The training of all other employees must be linked to the emphasis on customer care and service delivery, development and career-paths, access to ABET as well as the Employee Development Program for Council. This training refers to the development program for both unskilled and semi-skilled employees.

The training and development of employees must be designed to ensure need-focused training interventions aimed at ensuring that employees display a spirit of commitment and dedication in the performance to their duties.

To give effect to this the following shall apply.

- Training courses shall be preceded by a needs analysis of both the employee and municipal training needs.
- Training objectives shall be clear and specific.
- Course contents shall be in line with the identified needs and set objectives.
- Training and development efforts shall take into account the need to foster equity as regards access to training and development opportunities.
- The result of training interventions shall be evaluated to determine the effectiveness thereof.

E. The responsibility for the training and development function lies ultimately with municipality. The Municipal Manager is responsible for the implementation of the training and development program. The Manager Corporate Services will be responsible to co-ordinate and promote training and development within Council in consultation with the following:

i) HEADS OF DEPARTMENT

The heads of departments shall be accountable for the training and development of all employees in their Departments. The training and development function of Heads of Departments shall be as follows:

- To make this policy known to all employees in their Departments.
- To create a favourable climate conducive to the training and development of all employees in their Department.
- To evaluate the effectiveness of training and development in their Department.
- Clarify the individual duties with each employee in the department.
- The Department Head must know what knowledge and skills each employee in the Department must have for the position they occupy.
- Department Heads must be aware to what extent each employee meets the required work standard.
- Any skills deficiency must be described clearly to form the basis of need specific education, training and development.
- Ensuring that the knowledge and skills gained at courses, conferences, seminars, etc are applied in the working situation.
- Continuously motivating subordinates with regard to their self-development.

ii) HUMAN RESOURCES DEPARTMENT

The department will also be responsible to present certain departmental courses where the need arise. To compile and consolidate Municipality training reports, and the departmental annual report.

iii) MUNICIPAL MANAGER

The Municipal Manager must also report monthly by means of the Municipal Manager's report on the extent to which his/her subordinates have fulfilled their duties in respect of training needs attended to.

6. CERTIFICATION OF TRAINING

The office of the Manager corporate Services shall issue certificates to employees who successfully complete internal training program.

With regard to courses offered by external training providers, the office of the Manager corporate Services shall ensure that such training is certificated by such providers for either –

- Attendance of such course or;
- Competency acquired by such course.

7. NOMINATION OF EMPLOYEES TO ATTEND COURSES

- Nominations of employees to attend courses shall be based on an identified need by SDF and in consultation with the HRD Committee.
- The most suitable employees shall be nominated for training courses.
- An employee who fails to attend a course for which they are nominated shall advance reason and in no less than 2 clear working days for such failure, through the Manager corporate Services so that substitute / alternative arrangements can be made, if necessary.
- Employees who fail to attend or fail to give notice of not being able to attend will be disciplined and will be responsible for payment of any expenses incurred.

8. TRAINING RECORD AND REPORTING

The training component shall keep full and accurate information on the following:

- This training and development policy document.
- Course statistics
- Bursary statistics

The training unit/section shall compile an annual report of all training activities as soon as possible after 30 June of each year, but not later than 2 months after that date and the report will be submit to the relevant SETA on due date as determined by the SETA.

9. TRAINING INTERVENTIONS

The following interventions shall apply and shall be observed in all respects related to training.

A. INTENT

The municipality in pursuance of its training vision may make use of various training interventions. Each training intervention must be carefully selected with regards to applicability, suitability and cost effectiveness. Interventions must be structured and considered on an annual basis.

B. FORMAL TRAINING (Education)

This training refers to academic training at recognized educational institutions. This shall be done by way of granting officials bursaries. Subject to the availability of funds

C. IN-SERVICE TRAINING (Informal training)

This includes all those activities, which employees receive directly or indirectly from the municipality in order to equip them with the knowledge, skills and attitudes to enable them to function effectively and efficiently. This shall be done in the following manner:

- Internally by the training department.
- By the relevant SETA.
- Externally by other recognized training providers.

- Hands on training (functional – on the job type).

In service training should be the result of a needs analysis, done on a regular basis to identify training needs. Specific courses to cater for such training needs should be identified and presented on an annual basis, in terms of the approved needs analysis conducted.

Training courses should be **outcome based** and lead towards a higher qualification in terms of the National Qualifications Framework.

Training courses may be categorized as follows, but not limited to:

- Strategic Management.
- Managerial Skills.
- Supervisory Skills.
- Industrial Relations.
- Secretarial Training.
- Personal and Interpersonal Skills.
- Communication Skills.
- Computer Skills.
- Departmental Courses.
- Departmental workshops and seminars.

Applications for in-service training must be submitted to the Office of the Municipal Manager stating the period required by the institution of higher learning to attend the in-service training.

The duration of the in-service training must not be more than 12 months.

After the duration of the in-service training the learner must vacate the municipal building.

The Municipal Manager in consultation with the relevant department should check the availability of space and the expectations of the in-service training learner before it is approved

Before the commencement of any in-service training the learner must sign the learner contract of employment for the duration of the in-service training period.

It is also imperative that the prospective learner adhere to the existing municipal conditions on codes of conduct.

D. SUCCESSION PLANNING

Succession Planning should be introduced in all critical positions to timeously identify and develop candidates to fill the vacancies should such positions become vacant. Shortage of internal skills should be timeously acknowledged and contingency plans are put in place.

E. CAREER DEVELOPMENT

A career path is a series of successive positions an employee should occupy as they advance in the organizational structure throughout their careers. Although career path plans are primarily a human resource planning tool, career development can be used as long-range training of key personnel.

F. ACCELERATED TRAINING

Accelerated training ensures that identified persons can be skilled in a short period of time where a critical need exists. Provision is made to accommodate high intensity training of certain staff should such a need be identified. It is a dynamic sharing of work experiences to help the “student” through an accelerated process of career growth.

G. MENTORSHIP PROGRAMMES

Mentorship programs or coaching programs should highlight a one on one training intervention where the need arises and the need dictates that such programmes should be implemented. These programs are aimed at training and development of the employee on finer aspects of operational matters, by means of direct contact between the mentor and “student”. This is one of the most powerful “tools” available to increase performance in a promising subordinate. Mentorship programs can also be applied for management training, where such training programs is focused at the structured training and development of managerial and business skills on specific management levels, i.e. Municipal Manager, Exco Members, Councilors and Department Heads.

H. INDUCTION

It is imperative to familiarize newly appointed employees in a formal and structured way to current employees and their immediate physical environment.

THEMBISILE HANI LOCAL MUNICIPALITY ETD POLICY

Structured on the job coaching should complement the induction activity and should be monitored by departmental heads.

I. LEARNERSHIPS

Learnership programs should be occupationally based and when completed should constitute a credit towards a qualification registered in terms of the National Qualifications Framework as defined in Section 1 of the South African Qualifications Authority Act. Learnership programs should consist of a structured learning program and should include practical work experience of a specific nature and duration. Learnership agreements should be entered into as defined in the Skills Development Act.

The under mentioned principles will be applicable.

- Departmental heads must annually motivate the need for learnership programs within their departments. Such needs should be considered within the comprehensive training and development plan for a specific financial year.
- Advertisements for learnership programs should be placed On the municipal notice board.
- Promotion after completion of a learnership program may not be guaranteed.
- Candidates for these programs should be well informed that the obtaining of a specific qualification would not guarantee promotion.

- All learnership programs must be voluntary.

- Council should enter into a contract with such candidates to work back time for the investment made by Council. Such time should be based on working back one year for each year Council has supported a candidate in a learnership program.

GENERAL TERMS AND CONDITIONS

- 1.1 Learners and interns will not be assured in any way of any employment during or after completion of the contract period.
- 1.2 The learners must: -
 - a) Assist with work for the Thembisile Hani Local Municipality as part of

the learning process.

- b) Be available for and to participate in all learning and work experience required.
- c) Comply with the workplace policies and procedures adhere to the fair requests and fair instructions of the municipality, Local Municipality representative or persons delegated by the municipal manager.
- d) Not work under any health and safety hazards or under dangerous conditions or where possible injuries or diseases may occur.
- e) Learners are not allowed to drive any Council's vehicles.
- f) All applications for in-service training shall be submitted in writing to the Municipal Manager. The applicant must specify in the application letter as contemplated in the aforementioned paragraph, the nature of training applied for.
- g) A Memorandum of Agreement must be entered into by and between the Municipality and the learner, before commencing the learnership.
- h) The contract period will be a maximum of one year, unless a longer period is approved by the Municipal Manager.

AGREEMENT BETWEEN THE MUNICIPALITY AND LEARNER

The agreement between the Municipality and the learner must include "inter alia" the following:-

- a) Date of commencement
- b) Contract period
- c) Place of Learnership
- d) Learners and interns must be prepared to learn at any Administrative Unit of the Municipality.

TERMINATION OF LEARNERSHIP

- a) Termination of this contract will automatically take place as and when the contract period terminates.
- b) Notice of termination of contract will be given in writing and will be two weeks.

- c) The parties agree that on termination of the agreement, the learner shall bear no expectation in relation to continue employment on whatsoever basis.

STIPENDS

- a) **A minimum stipend shall be paid as per stipend regulations of the department of labour and services Seta.**

TRAINING DAYS AND HOURS OF LEARNERSHIP.

- a) Normal training hours will be from **7:45 to 16:00 on Mondays to Fridays.** will not work overtime and on Saturdays, Sundays or Public holidays.

LEAVE: - ANNUAL, SICK AND FAMILY RESPONSIBILITY

Annual leave

- a) The learner will be entitled to 21 days annual leave for each leave cycle, as per BCEA.

Sick leave

- a) The learner is to notify the Municipality as soon as possible in case of his/her absence.
- b) In the event that the Learner is absent due to illness for a period of longer than three consecutive days, S/he will substantiate such absence with a valid sick certificate.

Family responsibility leave

- a) The Learner will be entitled to three (3) days family responsibility leave during the contract period, must have been working for at least four months and at least working for four days in a week.
- b) The municipality may require reasonable proof of an event contemplated under this sub-clause.
- c) No compensation for any leave will be paid by the municipality.

Grievance and disciplinary procedures

- a) The Learner must adhere to the disciplinary code and procedure of the municipality and will, should the need arise; follow the applicable grievance procedures of the municipality.

Indemnity clause

- a) The Learner must indemnify the municipality from any claim, compensation or cost for possible death, disability, injury, accident, damage, or loss or any other cause or harm to the Learner and/or belongings at the workplace of the municipality during the contract period.

Health and safety

- a) The learner must adhere to all health and safety regulations, policies and procedures and must not work under any health and safety hazards or under dangerous conditions or where possible injuries or diseases may occur.

DISPUTES

- a) Any disputes must be referred to the relevant Head of the Department. If a dispute is not successfully resolved it should be referred to the Municipal Manager for a decision.
- b) The Municipal Manager's decision will be final.
- c) The volunteer learner can fairly be dismissed by Municipality for a reason related to the learner's misconduct or incapacity.

Confirmation of health

- a) The learner confirms that s/he do not suffer from any ill health condition and undertakes to inform the Municipality of any health condition, which he/she may suffer during the contract period.

COUNCIL DEVELOPMENT PROGRAMME

As a result of the needs analysis conducted to establish training needs, development programs should be implemented to accelerate the development of employees. Development programs should complement

existing courses and should have the purpose of accelerating the obtaining of certain required skills.

AD HOC COURSES

Ad Hoc courses should either be presented at the Council or be attended externally where the need exist to complement existing courses. Financial provision should be made on an annual basis, to fund such courses after obtaining the necessary motivation and approval.

ANNUAL TRAINING BUDGET

The training budget, which is submitted annually for consideration, should take into consideration all training interventions to ultimately satisfy the identified training needs.

PROFESSIONAL MEMBERSHIP

Consideration should be given to finance professional membership where such membership is of a compulsory nature and will also benefit the municipality. Professional membership should be identified annually for consideration in the budget.

TRAINING COMMITTEE/ HRD COMMITTEE

A training committee is to be established to regulate and consult on all matters regarding training and development. The Training Committee shall consider and report on all training related matters and meet on a regular basis. The main functions of the committee should be the following:

- The determination and regular revision of the execution of the training and development policy.
- Determination of training needs and priorities.
- The evaluation of training and development programs.

PENALTIES

Non-compliance to any of the stipulations contained in this policy will be regarded as misconduct, which will be dealt with in terms of the Disciplinary Code.

APPENDIX A

TRAINING AND DEVELOPMENT MOTIVATION

Employees Name: _____

Training Date: _____

Training Course: _____

Training Institution: _____

Cost of Training: _____

Motivation:

Approved: _____ Date: _____

_____ Date: _____

Not approved: _____

Reason: _____

THEMBISILE HANI LOCAL MUNICIPALITY ETD POLICY

APPENDIX B

MEMORANDUM OF AGREEMENT

To: _____ Copy: _____

From: _____

Date: _____

Subject: **Training Agreement**

This hereby confirms that Thembisile Municipality undertakes to pay ____% towards the _____ course offered by _____

The Training course includes:-

Thembisile Municipality and _____ herewith agree on the following conditions for study / training assistance.

1. The Employee agrees to have the advancement deducted from his/her monthly salary over a _____ month period in equal installments without interest starting with the first deduction and the end of _____
2. The Employee agrees to provide Thembisile Municipality with an original invoice from _____
3. The Employee agrees that should she/he voluntarily leave the municipality's employ within a twelve month period from the completion of this training, then the Employee agrees to immediately pay back the Employer contribution towards the training and;
4. The Employee agrees that in the event the training is not completed or fails the required exams, the Employee will pay back the company the full company contribution towards the training and any outstanding amounts loaned immediately.
5. The Employee is required to keep records of course completion documentation and submit to this to the Employer at completion of course work (as verification)

THUS DONE AND AGREED TO BY BOTH PARTIES IN THEMBISILE ON THIS THE _____ DAY OF _____

READ AND AGREED

DATE

READ AND AGREED

DATE

WITNESSED

DATE

CERTIFICATE OF ENDORSEMENT

Agreement between the Municipality and Employee organization/ Labour Forum. We, the signatories to this agreement, duly authorized thereto, hereby commit ourselves to the content of this policy on:

The agreement to this policy shall come into effect on the date of endorsement by all parties and shall cease only in the event where such changes / variations has been reduced to writing and been signed by all parties concerned. Unless in the event where any changes in any applicable Act, Legislation or Bargaining Council Main Agreement has jurisdiction to supersede.

For and on behalf of Municipality

As witness for Municipality

Date

Date

For and on behalf of Union

As witness for Union

Date

Date

DISPUTE RESOLUTION

Any dispute arising from this policy due to ambiguous wording or phrasing must be referred to the Local Labour Forum for adjudication. Resolutions from the Local Labour Forum must be incorporated into the policy.

