



# **National Diploma Animal Farm Staff Management**

## **Handout 11 Training and Development Policy**

(skillsportal.co.za)

## Policy – Training and Development

### 1. Introduction and purpose

- 1.1 Recognising that our employees are the most important element in the success of our company and the source of sustainable competitive advantage, our Directors and Management are fully committed to the training and development of all our employees.
- 1.2 In addition, recognising the importance of education and training for the future development of our economy and the redress of past discrimination, our Directors and Management are committed to the provision annually of a number of Bursaries for employees' children, where the children show the aptitude and commitment to further their education and studies.
- 1.3 Directors and Management further recognize that the opportunity to grow within the organisation is a key element in the company achieving the status of an "employer of choice".

### 2. Scope

- 2.1 This policy applies to all employees, regardless of contractual status, that is including employees on permanent and fixed term contracts and students working their in-service period.

### 3. Policy Philosophy and Framework

- 3.1 This policy should be read in conjunction with the company Employment Equity Plan.
- 3.2 The overall responsibility for implementation of this policy and the provision of appropriate resources resides with Management.
- 3.3 The consultative committee responsible for skills development within the company are required to monitor the implementation of the policy and to bring to the attention of Management any issues which hamper the effective implementation of the purposes of this policy.
- 3.4 All employees are responsible for their own personal development, and are required to actively participate in the company performance

management system, in order to fully understand what is required of them and to ensure that their skills and knowledge are continuously developed and improved.

- 3.4 The first purpose of the training and development program is to ensure that all employees are adequately equipped to meet the requirements of their current position.
- 3.5 Acknowledging that many employees will want to further themselves and rise above their current position, and that it is in the interest of the company to ensure adequate succession planning, the performance management system allows for the creation of development plans, of a time-scale in excess of a year, and longer-term plans may be developed, for example these may be for 3 to 5 years.
- 3.6 Any grievances which arise from the implementation of this policy may be referred to Management by using the company Grievance Procedure.
- 3.7 Management has the responsibility of monitoring the implementation of the policy and to ensure that the policy remains current and fit for purpose.

#### **4. Occupational Training and Development**

- 4.1 The performance management system forms the foundation for establishing the roles required of employees, for setting the outcomes and performance standards, and the competencies required.
- 4.2 The performance management system provides relevant information for the development of the training matrix for each department for the training year.
- 4.3 In addition, the training matrix incorporates information derived from non-conformance reports arising from various quality system audits, and additional competencies identified by the succession plan analysis and strategic and policy decisions taken by Directors.
- 4.4 The combination of the departmental matrices forms the information for the Workplace Skills Plan, which is submitted annually.
- 4.5 Directors and Management are responsible for approving the funding to meet the plan requirements.

#### **5. Study Support**

- 5.1 Employees are encouraged to further their education and employees will be eligible to apply for financial assistance to meet the cost of the studies, which includes all fees and examination fees, and any materials required (for example for scientific courses), but the company will not provide support for the cost of text books.
- 5.2 To qualify for this support, the employee must be studying to complete:
- General Education and Training (GET) qualifications, that is levels covered by primary and secondary schools, or alternatively
  - for tertiary qualification, that is certificate, diploma or degree programs, or
  - short programs, which are usually less than a year, but which is offered by an accredited organisation, and has an examination or other form of formal assessment at the end of the program, and
  - if the program is not for General Education and Training level, the further education qualification must have a direct relevance to the current position which the employee holds, or has been identified as contributing towards the employee's career development.
- 5.3 The financial assistance will be considered to be worked off on an agreed pay-back ratio method, that is for funding for a year of study, the employee should work for a pay-back period of at least 6 months; should the employee leave employment after the completion of the program, but before the pay-back period has elapsed, a proportionate amount will be required to be paid back, and by signing the form to request the financial support for studies, the employee will have agreed to these terms and conditions.

## **6. Bursary Scheme**

- 6.1 Directors and Management are committed to supporting the education and development of employees' children, who demonstrate ability and personal commitment.
- 6.2 The Bursary will be available to the children of employees in good standing, that is who do not have a disciplinary or employment record which might lead to a misconduct dismissal within the next year.
- 6.3 The Bursary will pay for the cost of school fees at secondary school level, or alternatively for post-school qualifications, such as for certificate, diploma or degree courses, which are with accredited institutions and which qualification could reasonably be used within the business scope of the company.

**Employers may insert their company logo and details.**

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Bursary**

- 6.4 The Bursary support will be granted on an annual basis and will be available for the following year, based upon satisfactory results of the student.
- 6.5 The Bursary support will be paid directly to the institution and not the employee or the student.
- 6.6 In exceptional circumstances, such as where the qualification is not available at an institution close to the employee's – or the students - normal residential address, residential fees may be paid,
- 6.7 In addition, the costs of examination fees will be paid, but the costs of books and literature will not be paid.
- 6.8 The cost of the Bursary will not be repayable by either the employee or the student; however the company will undertake to provide the student with appropriate holiday work experience, and endeavour wherever possible to offer permanent employment upon completion of the course of studies.