

# TRAINING AND DEVELOPMENT POLICY

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## **1. PREAMBLE**

The Municipality is committed to the structured and systematic training and development of all Employees on an ongoing basis to enable them to acquire skills, knowledge and suitable qualifications in order to unlock their potential and enable them to perform their duties efficiently and effectively.

## **2. OBJECTIVES OF THE POLICY**

- 2.1. To provide skills development frame work for all employees of the Municipality.**
- 2.2. To provide a framework for aligning training needs with the strategic business objectives of the municipality.**
- 2.3. To equip the municipal human capital with the necessary skills and technical knowledge for better service delivery.**
- 2.4. To manage, monitor and evaluate skills development processes within the municipality.**
- 2.5. To cater for the training needs of the underprivileged sections of the municipal human capital.**
- 2.6. To capacitate and unlock the potential of the unemployed people within the Matatiele Local Municipality.**
- 2.7. To give effect to the national skills development strategy.**

## **3. APPLICATION OF THIS POLICY**

This policy shall apply to all employees.

- 3.1. This policy shall also apply to all interns, experiential trainees, learners (learnership programme/artisans training), in services trainees as well as the unemployed people in so far they are not excluded in or by a particular section of this policy.**

## **4. TRAINING AND DEVELOPMENT STRATEGY**

- 4.1. The Training and Development Strategy of the Municipality must ensure that there is always a linkage between the training needs identified in the skills audit undertaken in respect of staff of the Municipality and the capacity enhancement needs of such functionaries as identified in the Integrated Development Plan of the Municipality.**
- 4.2. The training needs for each incumbent will be identified through a comprehensive skill audit programme at different stages like appointment, induction, setting of performance objective and targets, performance reviewal as well as annual skills or training needs review/audit.**
- 4.3. Alignment of the IDP objectives with the workplace skills plan through ensuring that the training programme undertaken by the municipality is aimed at meeting one or more of the IDP objectives.**
- 4.4. Monitoring and evaluation of training shall take place by means of creation and safekeeping of training records for each trained person.**
- 4.5. Appointment and management of accredited and appropriate training service providers shall be undertaken by the Municipality.**
- 4.6. Planning, implementation and reporting of training to the relevant seta.**
- 4.7. Training need will be prioritized in terms of the skills departmental skills gap as identified by each head of department.**
- 4.8. Similarly continual programme of training shall be planned and implemented whenever it is deemed necessary**
- 4.9. Corporate Services Department shall provide advice, assistance, be responsible for the administrative, operative coordination of the training process and programme.**
- 4.10. Training budget for the whole municipality will be centralized and placed under the control of the corporate department.**

- 4.11. Use of training funds will be strictly administered within the corporate service department.
- 4.12. The funds will be utilized according to the annual training plan, work skills plan training standard and principles.
- 4.13. A Training Committee will be established by the Employer of the Municipality as required by the Skills Development Act 1998 to provide, inter alia, a framework for the provision of training courses as well as training need guidelines.
- 4.14. A Skills Development Facilitator will be appointed by the Employer as required by the Skills Development Act 1998 to ensure that the Skills Development Plan of the Municipality is implemented.
- 4.15. The Skills Development Facilitator together with the Manager: Human Resources Management will provide advice and assistance on training activities to the Training Committee.
- 4.16. The municipality shall pay 100% of the annual membership fees for each Employee who is professionally or legally required to be a member of a professional institute or body.
- 4.17. Payment of membership fees shall be limited to not more than two institute or bodies per municipal official.
- 4.18. The membership fees shall be paid from the Training budget.
- 4.19. Employees who are members of professional bodies or institute shall be given paid time-off to attend workshops, conferences, seminars and any other relevant meetings.
- 4.20. The Municipality shall pay the full amount of annual membership fee upon receipt of a request and remittance advice from the Employees.

## **5. TRAINING COMMITTEE**

- 5.1. A Training Committee will be established as required by the Skills Development Act 1998.
- 5.2. The Training Committee will comprise of Member of Council, one Departmental Representatives employee and Labour Representatives.
- 5.3. The Chairperson of the Corporate Services Standing Committee of the employee will be the Chairperson of the Committee and in his/her absence, another member of this Committee nominated by him/her will Chair meetings of the Training Committee.
- 5.4. The Heads of Departments or officials appointed by them will represent their respective Departments on the Committee.
- 5.5. The Skills Development office will provide secretariat services for the Training Committee.
- 5.6. Meetings of the Training Committee shall be held once per quarter unless otherwise decided by all representative persons or bodies represented thereon.

## **6. FUNCTIONS OF THE TRAINING COMMITTEE**

The functions of the Committee will be as follows: -

- 6.1. Consideration of special requests for training not forming part of the current Work Place Skills Plan (WSP) submitted by the Head of the Department.
- 6.2. Review and adoption of the annual WSP
- 6.3. Assessment and monitoring of the training needs of Member of employees and Committee members.
- 6.4. An assessment and evaluation of the effectiveness of training courses provided by or arranged by the Municipality.
- 6.5. The presentation of reports to the Corporate Services Standing Committee on the training needs and programmes of the Municipality.

- 6.6. The ongoing monitoring of the implementation of the WSP.
- 6.7. Monitoring the effective implementation of the Training and Development Policy for the Municipality.

## **7. INDUCTION**

Every new employee, regardless of function or department/section in which he or she is to be employed or deployed, shall, within 30 days of commencement of duty, receive systematic induction training which will enable such employee to become fully oriented and operational in his/her respective job in the shortest possible time.

An induction training course will, inter alia, cover the following topics:

- 7.1. A description of Municipal Role-players
- 7.2. The concept of Developmental Local Government;
- 7.3. A description of how a Municipality operates and its core functions and non-core functions;
- 7.4. The Human Resource policies of the employees;
- 7.5. The Conditions of Service of the employees including salaries and fringe benefits;
- 7.6. The Disciplinary and grievance Procedures of the employees;
- 7.7. Lines of communication and communication procedures;
- 7.8. Customer Care.  
As part of the Municipal Induction Course, employees must be formally introduced to one another within the Municipality.

## **8. FINANCIAL STUDY ASSISTANCE**

The Municipality will provide Study Assistance to employees to enable them to obtain a formal qualification of any NQF level suitable for use in their scope of employment/deployment, subject to the following conditions:

- 8.1. Funds for study assistance being provided for in the budget of the employees;
- 8.2. No qualification Off the same entrance level will be funded by the municipality for employees already in possession of one unless there is a compelling reason.
- 8.3. The course in respect of which assistance is required being approved by the Municipal Manager;
- 8.4. The aforesaid course being of a nature and having a content which will benefit the employee in his/her chosen career in the Municipal Service;
- 8.5. The course in respect of which assistance is required being offered by a recognized or acceptable educational institution;
- 8.6. All new applications for financial study assistance must reach the Corporate Services department at any reasonable time preceding the commencement of studies in order to enable the Municipality to make funds available on its budget for such assistance in the following financial year;
- 8.7. An agreement being entered into between the Municipality and the relevant employee containing inter alia, the following terms and conditions:

- 8.7.1. The Municipality undertaking to pay the reasonable cost of books and tuition fees directly to the educational institution providing the training course or supplying the applicant with books, subject to the applicant producing proof of registration/admission with such institution and quotation in respect of the cost of books.
- 8.7.2. The financial study assistance beneficiary undertaking to pursue his/her studies must complete the approved course within the specified study period or such other period as the Municipality may approve.
- 8.7.3. The financial study assistance beneficiary must submit academic record, at the end of each academic year, semester or whatever period deemed to be an academic cycle, from the relevant educational institution on his/her performance and achievements during such academic year, semester or academic cycle.
- 8.7.4. The beneficiary must undertake to serve the Municipality for a period equivalent to each year or part of a year in respect of which educational assistance by way of a financial study assistance was provided in terms of this policy and applicable law;
- 8.8. The beneficiary must undertake to repay the Municipality the full amount paid under the study assistance or such amount as the Municipality may determine, in the event of him or her:
  - 8.8.1. Resigning or being dismissed from the service of the Municipality prior to him/her having served the Municipality for the period referred to in subparagraph [8.4]
  - 8.8.2. Not performing satisfactorily in terms of the academic report received by the Municipality;
  - 8.8.3. Voluntarily ceasing to continue with the course of study in respect of which the financial study assistance has been rendered to him or her in terms of this Policy.
  - 8.8.4. The beneficiary must grant authority to the Municipality, in the event of his/her resignation or termination of service to deduct any amounts still owing to the Municipality in terms of this agreement from his/her terminal salary and, in the event of such salary being insufficient, from any terminal and/or pension benefits and leave gratuity that may be due to him or her under his/her employment contract or deployment arrangement with the Municipality.
- 8.9. The Manager: Human Resources Management shall refer every application for a study assistance to the Municipal Manager to approve applications in terms of this policy and provided further that the terms and conditions of this policy shall at all times be adhered to and implemented.
- 8.10. No amount in respect of a financial study assistance shall be paid unless and until such time as the agreement referred to in subparagraph [8.6] has been signed by the employee and the Municipality.
- 8.11. It shall be the sole prerogative of the Municipality to approve or reject an application by an employee for study assistance and the Municipality reserves the right to cancel the study assistance agreement and reclaim amounts paid on behalf of an employee in terms of this policy from the relevant employee in the event of such employee displaying disinterest in his or her course of study, achieving poor academic results or in any other way infringing the spirit of this policy, provided that the Municipality shall only take action in terms of this paragraph after the affected employee has been given the opportunity to comment on the proposed action by the Municipality.
- 8.12. Trainees will only be funded for a non-refundable registration fee only and this shall be applied to Municipal Funded Trainees

- 8.13. The Municipality shall bear 100% cost associated with a course of study including registration fee, payable over the financial years if exceeds the capped amount of R35 000.00, per financial year and or academic year subject to applicant submitting a letter of admission for the selected programme.**
- 8.14. Exercising of powers of the Municipality in terms of Section 8 of this Policy is delegated to the Municipal Manager in his/her capacity as the Accounting Officer.**
- 8.15.1. The Municipality shall approve study grants subject to an agreement entered into between the Municipality and the Employee in respect of which the following conditions will be specified:**
- 8.15.1 The payment of prescribed books, registration fees and tuition fees shall not exceed the maximum of R35 000, 00.**
  - 8.15.2 A note needs to be made that for employees/ councillors having tuition fees in excess of the limit cited above, the municipality will pay a maximum of R35 000, 00 in a financial year.**
  - 8.15.3 The payment of prescribed books, registration fees and tuition fees shall not exceed the maximum of R35 000, 00.**
  - 8.15.4. The total cost referred to in clause 8.14.1 shall not be recoverable from the Employee**  
**If the Employee has failed or not written exams, the Employee must provide a written report to his/ her General Manager stating causes and reasons for such failure and motivating for the continuation of the financial assistance by the institution of which the municipality shall not unreasonably withhold.**
  - 8.15.5 The Employee who has received a study grant, irrespective of whether he/ she has written or not written final exams or have passed or failed the exams, must undertake to serve the municipality for a period equal to the period of study (undertaking to serve the Municipality should be in writing)**
  - 8.15.6 If the Employee fails to serve the full portion of the period referred to in Clause 8.6.4, a full or pro rata portion of the study grant shall be recoverable from the Employee without interest.**
  - 8.15.7 Upon successfully completing the study programme, the Employee will not be automatically eligible for promotion.**
  - 8.15.8 The Employee must further undertake to pursue his/her studies diligently and complete the studies within a specified period.**
  - 8.15.9 Should the Employee fail to complete the study programme owing to any reason or leave the employ/ service of the Municipality before completing the study programme in an academic year or fail to serve the Municipality for a required period, the amount of money paid by the Municipality shall be recoverable from any emoluments due to the Employee.**
  - 8.15.10 First priority for study grants will always be given to Employees who wish to register for tertiary education for junior degrees/diplomas, then to Employees who want to further other studies and however, the nature of the job and operational requirements will take preference, considering the Employment Equity and Workplace Skills Plans.**
  - 8.15.11 When the budget is inadequate, criteria such as giving first time applicants from the Municipal funding and undergraduates applicants, as well as continuing applicants shall be applied**
  - 8.15.12 Study grants will be provided for in the annual training budget by the Corporate Services Department.**

- 8.15.14 An applicant will not be funded for the qualifications of the same level where an employee or a member of council is in possession of, unless the applicant is compelled by a personal to incumbent requirements.
- 8.15.15. An original copy of results shall be submitted to the HR Division of the Corporate Services Department not later than two weeks after receipt by the Employee/Councillor. Failure to provide results by sponsored employees/ councillors will result in such beneficiaries not being funded in the subsequent academic years/ financial years.
- 8.15.16. Only study grants applications processed in terms of this policy will be considered for allocation of funds and approval. Study grants will not be paid retrospectively as reimbursement to an Employee.
- 8.15.17. The Municipality shall at own prerogative approve or not approve study assistance application for an employee or a member of Council subject to justifiable reasons for such.
- 8.15.18. If services of an Employee are terminated before serving or completing the required period of service, the refund of the study grant shall be based on the following formula:

$$\frac{A}{B} \times \frac{C}{1}$$

Where A = amount of study grant

Where B = study period

Where C = required or balance of required service period

- 8.15.19. Study grant will be for part-time studies or distance learning only.
- 8.15.19.1. If an Employee has received a study grant for a Degree / Diploma he / she will have to work back years equivalent to the years studied diploma, degree after the completion of the study programme, failing which the staff member must pay back the costs or part of the cost associated with study
- 8.15.19.2 If a staff member fails to attend or fails a learning programme, the municipality must recover the cost associated with programme after complying with section 34 of Basic Condition of Employment Act
- 8.15.20 A contract employee whose contract is due to end in 12 Months should not qualify for study assistance that will exceed his or her period of study.
- 8.15.21 A staff member may only attend a training programme that is contained in his/her Personal Development Plan (PDP) or approved by the Municipal Manager.

## 9. STUDY LEAVE

The Municipality shall grant employees pursuing an approved course of study, the following periods of study leave, which leave shall be regarded as special leave:

- 9.1. Employees who are studying towards a grade 12 (Std 10) certificate, two days' study leave plus the day on which the examination paper is written per subject, regardless of whether or not examination papers for that subject are written on the same day;

- 9.2. Employees who are studying towards an approved diploma or degree at a Technikon or University, three days' study leave per subject or module inclusive of the day on which the subject or module is written.
- 9.3. Where employees are required to attend lectures during normal working hours at an educational institution for the purpose of pursuing a course of study, the employer may grant them special study leave on a negotiated basis for such period of study provided that at least 50% of the period of absence from the workplace by the affected employee shall be deducted from such employee's annual or accrued leave subject to further to such arrangement not conflicting with the Basic Conditions of Employment Act 1997 insofar as it applies to the grant of annual leave.
- 9.3. In the case where days of attendance are in odd number/s, e.g. 5 consecutive days of attendance, an employee shall take 3 days from his/her annual leave days and 2 days from study leave for the 1<sup>st</sup> block classes and vice-versa for the second block classes.
- 9.5. Prior to proceeding on study leave, the applicant shall complete the prescribed Application for Leave Form, provide proof to the satisfaction of the Head of Department that he/she is required to write an examination and obtain the required permission to proceed on study leave.
- 9.6. Should the applicant, for any reason, not write an examination, then the study leave granted to him/her shall be converted into annual leave and be deducted from the annual leave entitlement of the employee concerned.

## **10. ADDITIONAL QUALIFICATION INCENTIVES**

As a qualification incentive, the Employer will grant the following single incentive payments to employees who obtain qualifications whilst still in the service of the Matatiele LM:

- 10.1. A flat rate of R1 000, 00 to be given to all employees who completed their studies within the allocated time.
- 10.2. All employees who obtained any qualification will be recognised during Employee Annual Recognition Awards

## **11. SCHEDULE OF POST QUALIFICATIONS**

- 11.1 In order to facilitate the application of this Policy, the Manager: Human Resources Management shall prepare a schedule of all posts on the staff establishment of the Municipality and the likely qualifications to be held or obtained by the incumbents of such posts as well as the providers of such qualifications, the study duration for such qualifications and the approximate cost of obtaining same.

## **12 SKILLS PROGRAMMES**

- 12.1 The objective of in-service training is to impart skills, knowledge and to modify attitude of an Employee in the work place in order to improve his/her competency.
- 12.2 An Employee being trained at his/her workplace, shall not be entitled to compensation in respect of travelling and/or subsistence costs.
- 12.3 An Employee who received training at a place other than the workplace, will be entitled to travelling and subsistence costs in accordance with the tariffs and conditions applicable, provided, should it be more advantageous to the Municipality for the



Employee to travel between his/her place of residence and the training venue daily, arrangements will be made accordingly.

- 12.4 If an Employee attends external courses, workshops, or seminars, that are not presented by a Municipal official and not in the Municipality premises, the prevailing travelling and subsistence tariffs as applicable to the individual concerned, shall be paid in accordance with the procedure in this regard.
- 12.5 If the Municipality arranges training and development activities that are exclusively intended for Municipal Employees, any travelling and subsistence costs that might result from that shall be settled directly by the Municipality.
- 12.6 Attendance of all courses, workshops and seminars shall be recommended by the Department and approved by the Municipal Manager or a delegated person.
- 12.7 The Municipality may from time to time, require that an Employee be subjected to training of short duration in a particular field of study in order to acquire specific skills.
- 12.8 If such training is conducted by an institution other than the Municipality the following conditions shall apply:
  - 12.8.1 The Municipality must undertake to pay for all costs incurred for registration, books or modules, tuition fees, travelling and accommodation.
  - 12.8.2 Clause (12.8.1) above shall apply provided that the following conditions are met:
    - 12.8.2.1 The duration of the course does not exceed 60 working days per financial year.
    - 12.8.2.2 It is a result of a skills audit and/or Performance Management System.
    - 12.8.2.3 The General manager concurs that the course would be to the advantage or benefit to the Municipality and the Employee concerned;
    - 12.8.2.4 The training is relevant to the Employees day-to-day functions;
    - 12.8.2.5 The Employee is not registered for other formal studies of a similar or extended duration;
    - 12.8.2.6 The total costs per training course shall be capped at R50 000-00 per person in each financial year for skills program.
    - 12.8.2.7 If the total training costs exceed R50 000-00 per training course and per person in a financial year, the person concerned may be required to pay the difference

### **13 ADMINISTRATIVE REGULATIONS**

- 13.1 The training and development programme shall be managed and Administered by the Corporate Services Department.
- 13.2 An annual training programme with full financial implications shall be drawn up and administered by the Corporate Services Department
- 13.3 All course candidates or would-be course participants will sign an undertaking to attend a planned and organised course in terms of the annual training programme or any other arrangement prior to arrangement of the course attendance.
- 13.4 Cancellation of training course attendance with valid reasons must be done at least 5 days before the commencement date of training.
- 13.5 Reasons for cancellation of the training course attendance must be objectively convincing and acceptable, failing which 100% of the irrecoverable costs will be recovered from the candidate concerned.

- 13.6 Late cancellations will not be acceptable, and applicable training costs will be recouped from the candidates when causes of cancellation are beyond the control of the candidate.
- 13.7 The candidate shall be liable for additional training costs incurred by him/her outside the scope of training course financial arrangements which include, travelling, accommodation, meals, course fee and incidental costs which are not directly or indirectly related to the training in question.
- 13.8 A database of accredited training service providers shall be established and maintained by the Skills Development and Employment Equity Unit of the Municipality.
- 13.9 Quality and expertise of training providers shall be considered as first priority in order to maintain high standard and quality of training.
- 13.10 A training provider will under normal circumstances be paid after delivery of training except when this arrangement is not tenable.
- 13.11 An Outcome Based Assessment shall be conducted by the Skills Development and Employment Equity Unit at least once a month after training to test cognitive abilities and skills gained by the Employee who attended a training course.
- 14 **TRAINING MANAGEMENT REGULATIONS.**
  - 14.1. The training and development programme shall be facilitated by the Skills Development office and administered by the Human Resources Unit within Corporate Services Department.
  - 14.2. An annual training programme with full financial implications shall be drawn up by the Skills Development and Employment Equity Unit.
  - 14.3 A skills audit will be done on all Employees in order to develop a five-year skills development Plan which shall be reviewed every financial year.
  - 14.4 Job/role descriptions for all Employees shall be provided by Corporate Services Department to enable Employees to clearly understand duties assigned to them accordingly.
  - 14.5 Job descriptions/profiles for every position in the organogram shall be provided by Corporate Services Department to enable the Skills Development/Employment Equity Unit and the General Managers to identify the skills gaps for all individual Employees.
  - 14.6 Each Employee shall be provided with the Job description/key performance areas which will serve as a guide when completing the skills audit form.
  - 14.7.1 All General Managers shall convene departmental staff meetings so as to collectively discuss the requirements of the skills audit forms.
  - 14.7.2 Skills Audit must be conducted once every five years within twenty-four months from the election of the new Council of the municipality.
  - 14.7.3 Notwithstanding clause 14.7.1 above, Skills Audit shall be reviewed on annual basis/ as at when necessary
  - 14.8 Skills audit outcomes shall be compiled and tabled to all General Managers by the Skills Development and Employment Equity office.
  - 14.9 Training needs analysis shall be conducted by the Skills Development and Employment Equity Office with the General managers, using the following types of needs analysis:
    - 12.9.1 Context analysis - analysis of the Municipal needs versus training as a solution.
    - 12.9.2 User analysis- analysis of identifying the key participants and decision-makers in implementing business needs.

- 12.9.3 Work analysis-analysis of the job and the requirements for performing the work.
- 12.9.4 Content analysis-analysis of documents, equipment and standard operating procedures (SOP) used on the job
- 12.9.5 Training suitability -analysis of whether training is the best and most Analysis appropriate solution to the Municipal needs.
- 12.9.6 Cost-benefit analysis- analysis of the return of investment (ROI) of training.
- 14.10 Consultative meetings shall be conducted with General Managers to prioritize the training interventions and the key positions to be capacitated to successfully achieve the strategic objectives.
- 14.11 An informed training and development plan shall be developed for the Municipality and shall be in line with sector skills priorities for each financial year.
- 14.12 The annual training programme shall be adopted by all key stakeholders/ and thereafter be communicated to all Employees by the General Managers.
- 14.13 Training shall be implemented as per the adopted plan, amendments and or recommendations regarding the implementation of the adopted plan shall be made in writing and be approved by the Municipal Manager.
- 14.14 Skills programmes and learnerships shall be considered by the Municipality to roll out the Workplace skills plan.
- 14.15 A summative evaluation shall be conducted by the qualified assessors within departments with the assistance of the Skills Development and Employment Equity Office quarterly after training to test cognitive abilities and skills gained by Employees who attended training.
- 14.16 The General Manager: Corporate Services shall oversee the implementation of training and development to meet Employment Equity targets.
- 15 **COMMENCEMENT OF THIS POLICY**
- 15.1 This policy will come into effect on the date of adoption by the Council.
- 16 **INTERPRETATION OF THIS POLICY**
- 16.1 All words contained in this policy shall have an ordinary meaning attached thereto, unless the definition or context indicates otherwise.
- 16.2 Any dispute on interpretation of this policy shall be declared in writing by any party concerned.
- 16.3 The Municipal Manager shall give a final interpretation of this policy in case of a written dispute.
- 16.4 If the party concerned is not satisfied with the interpretation, a dispute may then be pursued \ with the South African Local Government Bargaining Municipality/ or Arbitration
- 17 **PERMANENT/TEMPORARY WAIVER OR SUSPENSION OF THIS POLICY**

- 17.1 This policy may be partly or wholly waived or suspended by the Municipality on a temporary or permanent basis after consultation with Management and Trade Unions.
- 17.2 Notwithstanding clause No. 17.1 the Municipal Manager may under circumstances of emergency temporarily waive or suspend this policy subject to reporting of such waiver or suspension to Municipality and Trade Unions.
- 18 **AMENDMENT AND/OR ABOLITION OF THIS POLICY**
- 18.1 This policy may be amended or repealed by the Municipality after Consultation with Management and Trade Unions.
19. **COMPLIANCE AND ENFORCEMENT**
- 19.1. Violation of or non-compliance with this policy will give a just cause for disciplinary steps to be taken.
- 19.2. It will be the responsibility of all Managers, Supervisors, Executive Committee and Municipality to enforce compliance with this policy.

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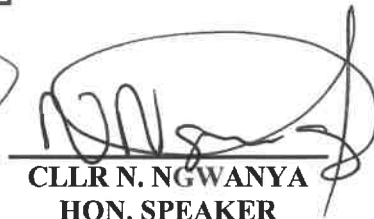
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**MR. L. MATIWANE**  
**MUNICIPAL**  
**MANAGER**



**CLLR M. STUURMAN**  
**ACTING HON.**  
**MAYOR**



**CLLR N. NGWANYA**  
**HON. SPEAKER**