

FOR PSA MEMBERS: DEPARTMENT OF TRANSPORT (DoT)

08-02-2022

What is happening in DoT?

Review: Policy on Development Programmes

The Policy on Development Programmes was presented to the PSA for consultation. The purpose of the policy is to establish a framework to manage developmental programmes and provide opportunities for the youth to gain practical work experience in the workplace and enhance their productivity potential. The policy is further intended to build capacity for technical and specialist professions that would address scarce skills and critical skills essential to departmental, sectoral, and occupational priorities. It applies to all employees and persons participating in developmental programmes of the Department. The policy outlines the guideline principles on identifying strategic areas for developmental programmes by managers as well as the identification and training of mentors or coaches who will support the development of persons on developmental programmes. It further regulates the process of recruiting candidates into developmental programmes and outlines the terms of the contract to be entered into between the Department and persons appointed into developmental programmes. Members are urged to read through the draft policy (*attached*) and provide inputs for consideration and submission by the PSA. Inputs should be sent to joseph.mashigo@psa.co.za on or before **14 February 2022**.

Filling of posts

The employer reported the withdrawal of the circular that was approved by the former Director-General in 2019 to promote the advertising of positions on salary levels 1 to 8 internally before these could be advertised externally. The PSA did not take the announcement of the employer kindly, especially as the decision was taken unilaterally without any engagement or consultation with labour. When the circular was approved and issued in 2019, the decision was based on the intention to advantage internal employees whenever there are vacant positions to be promoted and advance in their careers in the Department. This also benefited many interns. The reasons given by the employer for the withdrawal of the circular are that it created a limited pool of applications whenever there are vacant posts and made it difficult for the Department to attract targeted groups in terms of the employment equity plan. Another reason provided was that it is difficult to find most of the skills required for the vacant posts internally and as result there would be a minimal number of employees who meet the requirements for the advertised positions. The PSA was not persuaded by the reasons provided and insisted that there should have been consultation before the withdrawal of the *circular*. Parties agreed to engage further on the matter through a multilateral meeting before the next Departmental Bargaining Chamber meeting.

Discriminatory application: Bursary policy

The PSA raised a concern regarding the current Bursary Policy and how it has been implemented by the employer. The policy only caters for employees who study at public institutions and not private institutions. The PSA expressed a view that employees have the right to study at any institution of their choice and be eligible for the same benefits, irrespective of the institution they choose. It was agreed that the PSA will initiate the process of reviewing the policy and, in the meantime, the Director-General should approve a deviation on the current policy to allow employees who are pursuing their studies through private institutions the benefit from receiving the employer's bursary.

Members will be informed of developments.

GENERAL MANAGER



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POLICY ON DEVELOPMENTAL PROGRAMMES

2020

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1. GLOSSARY OF TERMS

Apprenticeship programme: shall mean a learning programme in respect of an officially listed trade on the National Qualifications Framework (NQF) and it must include a trade-test in respect of that trade.

Candidacy Development Support Programmes: shall mean an internship linked to structured professional development that is a requirement for professional registration with Professional Bodies or Councils.

Developmental programmes: For the purpose of this policy, developmental programmes shall refer to internship, learnership, apprenticeship, graduate recruitment scheme, cadets, structured youth programmes and related programmes.

Graduate Internship : shall mean a programme offered to a person who has completed a qualification and is unemployed but requires workplace experience in order to enhance future employment opportunities.

Graduate Recruitment Scheme: It is a programme to recruit and train graduates for specific roles or a programme to recruit and train graduates through a broader development programme with assignment to specific roles on completion. A graduate development programme may form part of a graduate recruitment scheme where developmental interventions are implemented early in the skills pipeline to improve interest, enrolments and graduates throughputs in identified fields of study.

Internship : Internship shall mean a programme which, together with experiential learning programme, affords a person an opportunity to gain work experience and also assist graduates in attaining accreditation upon completion of the programme. It is a workplace or practical component that is required in addition to the general theoretical based qualification (offered by an institutional provider) in order to obtain registration as a professional or (be) licensed to practice

Learnership programme: shall mean a structured learning programme that combines theoretical learning with practical work experience which leads to a qualification registered on the NQF. The theoretical and knowledge component of the learnership shall be one delivered by an accredited training provider, and the workplace experience gained during employment with the department. A learnership Agreement must be signed by the learners, department and training provider and is binding for the duration of the learnership.

Learner : shall mean a person who is employed in the Department of Transport in terms of the learnership agreement, or unemployed youth who is eligible for learnership.

Mentor : Someone who provides guidance and/ or counseling to the learners/intern.

Pre- Service training (Student Internship/ Work Integrated Learning- WIL): shall mean a programme offered to a person who is currently studying towards a higher qualification and must undertake a period of work experience in order to fulfil the requirement of the qualification.

Structured Youth Development Programme (Side Internship): shall mean a developmental programme approved by the Executive Authority intended for young persons who have completed school –leaving certificate (Grade 9 – Grade 12), seeking to be exposed to a workplace and be equipped with the skills, attitudes, competencies and values needed to successfully carve a career in the public service or elsewhere in the country.

Qualification : shall mean a formal recognition of learning registered on the National Qualification Framework (NQF) in terms of the NQF Act of 2008.

2. ACRONYMS

CD	: Chief Director
DG	: Director - General
DPSA	: Department of Public Service and Administration
DOT	: Department of Transport
HOD	: Head of Department
HRD	: Human Resource Development
HRDC	: Human Resource Development Committee
HRM & D	: Human Resource Management and Development
MTSF	: Medium Term Strategic Framework
NQF	: National Qualification Framework
PSR	: Public Service Regulations
SETA	: A Sector Education and Training Authority
SAQA	: South African Qualifications Authority
SITA	: State Information Technology Agency.

3. PURPOSE

The purpose of this policy is to establish a clear framework to manage developmental programmes within the Department of Transport in terms of the provisions of the Public Service Regulation, 2016.

Through this policy the Department of Transport intends to provide opportunities for the youth to gain practical work experience in the workplace and enhance their productivity potential through the implementation of developmental programmes.

This is linked to building capacity for technical and specialist professions addressing scarce and critical skills essential to the departmental, sectoral and/or occupational priorities.

4. SCOPE OF APPLICATION

The policy is applicable to all persons employed or participating in the Developmental Programmes of the Department of Transport.

5. STATUTORY AUTHORIZATION

- 5.1 The Constitution of the Republic of South Africa, 1996;
- 5.2 Skills Development Act, No 97 of 1998;
- 5.3 Public Service Act, No of 1994 as amended;
- 5.4 South African Qualifications Authority Act, No 58 of 1995
- 5.5 National Qualification Framework Act, No. 67 of 2008
- 5.6 [Labour Relations Act 66 of 1995](#)
- 5.7 Employment Equity Act, No 55 of 1998
- 5.8 Basic conditions of employment Act, 1997
- 5.9 Compensation of Occupational Injuries and Diseases Act, No. 130 of 1993 as amended (COIDA)
- 5.10 Public Service Regulation, 2016;
- 5.11 National Skills Development Strategy, 2005 – 2010 (extended)
- 5.12 Directive on the employment of persons to Developmental programmes in the Public Service;
- 5.13 Any other applicable legislation

6. PRINCIPLES OF THE POLICY ON DEVELOPMENTAL PROGRAMMES

This policy document is guided by the following principles.

- 6.1 Managers shall identify strategic areas in which any particular developmental programme should be implemented in line with the Human Resources Plan;
- 6.2 DOT shall plan and fund the implementation of Developmental programmes from its baseline budgets of voted funds. Where applicable DOT can source funding from the relevant Sector Education and Training Authority.
- 6.3 Payment of stipend allowances shall be determined according to the approved DPSA Remuneration Schedule for person of the Developmental programme and this shall be paid on a monthly basis.
- 6.4 All appointments of persons into Developmental Programmes must be made using the appropriate code on the PERSAL System.
- 6.5 DOT shall identify, train and appoint mentors and/or coaches to support the development of persons on Developmental Programmes.
- 6.6 The persons on Development Programmes shall be entitled to induction and skills development as applicable to other employees.

7. RECRUITMENT OF CANDIDATES INTO DEVELOPMENTAL PROGRAMMES

- 7.1 The Developmental programmes shall not be utilized to replace existing personnel, nor shall they be used to fill vacant posts on the establishment while on the development programme capacity.
- 7.2 All opportunities for the Developmental programmes shall be advertised as efficiently and effectively as possible, to reach the entire pool of potential applicants, including designated groups.
- 7.3 The Developmental Programme positions shall be advertised by the Sub-Directorate: Recruitment and Selection using the appropriate media platforms where applicable.
- 7.4 The selection of persons for developmental programmes shall be in line with the principles pertaining to the selection process followed for other departmental positions as determined by PSR,16 (Regulation 65).

7.5 The Director – General may accept applications for developmental programmes without following the process contemplated in paragraph 7.4 above but subject to Regulation 57(2) which provides for appointment of persons additional to the establishment if they are part of the developmental programmes under the following conditions:

7.5.1 the duration of the programme does not exceed six (6) consecutive months;

7.5.2 the applicant submits verifiable and valid proof that he/she requires the work-integrated learning opportunity as part of a recognized learning programme and/or for professional body assessment purpose;

7.5.3 the terms and conditions as agreed between the participant and the department shall be recorded in writing; and

7.5.4 all candidates are subjected to the personnel suitability check prior to the appointment into the development programmes.

7.6 DOT may only compensate a person contemplated in paragraph 7.5. for actual reasonable expenses incurred in performing the departmental work associated with the developmental programmes opportunity in accordance with departmental policy.

7.7 Persons appointed in terms of paragraph 7.2 above shall be remunerated according to paragraph 15 of this policy.

8. CONTRACT OF EMPLOYMENT

8.1 A person appointed into any of the developmental programmes shall enter into a contract of employment between himself/herself and DOT as per the nature of the programme and the contract attached as set out in **Annexure A**.

8.2 An employment contract entered into between a person on a development programme and DOT shall be extended by the period taken for leave of absence.

8.3 The period by which a contract of employment is extended, as specifically provided for in this policy, shall be remunerated in terms of the same terms and conditions.

8.4 No further extension and remuneration shall be applicable arising from any leave

of absence taken during the period of initial extension of the contract.

8.5 The duration of the developmental programmes i.e the duration of the employment contract, shall be as follows:

8.5.1 Graduate Internship programme

- (a) For the purpose of acquiring experience only shall be for a pre-determined fixed timeframe not exceeding twenty – four (24) consecutive months;
- (b) For **Candidacy Development Support Programmes** for the purpose of meeting statutory requirements for professional registration: the period shall be until the person acquires the recognized first level of professional designation, that such period shall not exceed forty- eight (48) consecutive months, or such other prescribed by the relevant professional council, for that particular programme for which the person is appointed. The following further conditions shall be applicable:
 - (i) a candidate who does not meet the registration requirements within the initial contracted 48 months period shall be afforded not more than one (1) additional year to undertake or meet the said council requirements while in the employ of DOT.
 - (ii) in the case where the additional once – off opportunity to re-write or meet the council examination/requirements falls outside the regulated period, the Director - General shall extend the contract, on the same conditions of service as existed before, by not more than one (1) year.
- (c) **For graduate recruitment schemes**, the period shall not exceed forty – eight (48) months

8.5.2 **Pre –service training (Student Internship or Work Integrated Learning – WIL):** shall be for a period as determined by the relevant registered institution of learning, and shall be formally communicated to DOT and which period shall not exceed 24 months.

8.5.3 **A Learnership programme** shall be for the period specified in the learnership registration documents as per the Skills Development Act of 2008 as amended, which shall not exceed 24 months.

8.5.4 **An Apprenticeship programme** shall be for a period specified in the

apprenticeship registration documents as per the Skills Development Act of 2008 as amended, which period shall not exceed 24 months, unless apprenticeship programme is structured over a long period.

8.5.5 Structured Youth Development Programme (Side Internship): The period shall not exceed 24 months.

8.6 The terms of the contract of employment entered into, in respect of these developmental programmes, may only be extended to the extent provided in this Policy and the number of days of leave of absence taken for purposes of maternity, adoption and surrogacy, incapacity and occupational injuries and diseases or any other form of special leave as recognized by the Determination and Directive on Leave of Absence in the Public Service.

8.7 In the case where the department delays in providing reasonable accommodation and assistive devices as well as training on the use of such devices for persons living with disabilities, DOT shall extend the contract of employment of the affected candidates with the same period of the delay.

9. LEAVE OF ABSENCE

The leave provisions applicable to temporary employees as contained in the Determination and Directive on Leave of Absence in the Public Service as amended from time to time shall apply to persons covered by this policy.

10. IMPLEMENTATION TARGETS

10.1 The implementation targets of the developmental programmes must respond to the DOT identified scarce skills needs process (human resource management planning and development), as well as national development targets which are determined from time to time through such processes as Medium Term Strategic Framework (MTSF) by Cabinet at national level.

10.2 The Director-General shall have the discretion on which developmental programmes to implement within his/her department based on the departmental Human Resource Plan.

10.3 The implementation of the developmental programmes covered by this Policy should be seen as an integral part of the department's overall human resource management strategy, integrating Human Resource Development and Human

Resource Planning processes of the department. It must be linked to building capacity for technical and specialist professions, addressing scarce and critical skills essential to the department's mandate, sectorial and/or occupational priorities.

10.4 A designated mentor who may be a line manager or any other suitable person who can render appropriate development and support shall be appointed for each person or a group of persons involved in a development programme.

11. BUDGETING FOR THE DEVELOPMENTAL PROGRAMME IMPLEMENTATION

11.1 The Director – General shall ensure that sufficient budgeted funds are made available to implement the developmental programmes and the associated costs from DOT's baseline budget.

11.2 The department shall consider the following in preparation of the budget for the developmental programmes:

- (a) Monthly stipends or allowances;
- (b) Targeted training offered to persons on the developmental programmes including compulsory induction programme offered by the National School of Government;
- (c) Costs for Personal and/or Further Development Programmes;
- (d) Costs for reasonable accommodation as regulated by DOT's policy;
- (e) Costs for pre-employment verification as prescribed in terms of the Regulations; and
- (f) Costs arising from the extension of contracts as a results of leave taken as contemplated in paragraph 8.6. read with paragraph 8.3 and 8.4 of this policy.

12. PERFORMANCE AGREEMENT CONTRACT

12.1 All persons appointed into the development programmes as defined in this policy must enter into a specified performance agreement detailing the expected level of performance in line with the objectives of the identified developmental programme.

12.2 The performance management of the persons on developmental programmes shall follow the same principles as contemplated in the Departmental Performance Management & Development Policy for employees at salary level 12 and below.

12.3 Persons on experiential learning shall require a logbook or similar methods of control or time sheet approved by the institution of learning at which the person is registered.

12.4 Persons on a development programme linked to statutory requirements for Professional registration purpose, shall present the requirements from the relevant professional body.

13. ATTENDANCE OF TRAINING PROGRAMMES / PERSONAL DEVELOPMENT

13.1 The Department will afford each person on a development programme, an opportunity to attend two skills development programmes per annum that are relevant to his/her placement area according to their PDPs. The mentor shall assist persons on developmental programmes to identify the relevant courses which should be attended each year.

13.2 Four (4) transversal training interventions will be provided to persons on the development programme as part of the Workplace Skills Plan within 24 months.

13.3 All training interventions referred in paragraph 13.1 and 13.2 above shall take place not later than three (3) months before the end of the contract.

14. WORKING HOURS

14.1 All persons involved in developmental programmes shall work forty (40) hours per week and eight (8) hours per day (meal intervals excluded) unless the contract states otherwise.

15. REMUNERATION FOR PERSONS APPOINTED INTO DEVELOPMENTAL PROGRAMME

15.1 The payment of allowances (stipends) based on a 40 hour week, shall be in accordance with the DPSA Directive on the implementation of the Developmental programmes in the Public Service.

15.2 The stipends of persons on development programme shall be adjusted annually in line with the cost of living adjustment approved by DPSA.

16. EXIT MANAGEMENT PLAN

16.1 For the purpose of enhancing the work of the department and to respond to the demand for scarce and critical skills, the Executive Authority may appoint a suitable candidate into an entry level vacant permanent position or appointed additional to the establishment in accordance with the department's approved organizational structure informed by a Human Resource Plan as contemplated in regulation 26 of the Regulations *"An executive authority shall prepare and implement a human resource plan for his or her department"*.

16.2 The process contemplated in paragraph 16.1 above shall be subject to the provision that a vacancy entry level post may be advertised **internally within the department** for fair, open and equitable competition among persons appointed on developmental programmes and employees on the same level seeking career development or lower levels than the post advertised in the department.

17. PRE- EMPLOYMENT VERIFICATION OF CANDIDATES' INFORMATION PRIOR TO APPOINTMENT

17.1 All candidates wishing to participate in any development programmes shall be subjected to verification of their information prior to appointment.

17.2 Candidate may be vetted before appointment, where this is necessary. The level of vetting will depend on the merit of each case.

17.3 Depending on the occupation and the office environment in which the person on the development programme is placed, the Director – General shall determine the requirement and the level of security vetting as required by the South African Security Agency.

18. ROLES AND RESPONSIBILITIES

The responsibilities of the following role players include:

18.1 The Director-General

(a) Shall ensure that sufficient budgeted funds are available to implement the developmental programmes and the associated costs from the department's baseline budget.

(b) Shall have a discretion on which developmental programmes to implement within his/her department based on the departmental Human Resource Plan.

- (c) shall determine the requirement and the level of security vetting as required by the South African Security Agency.

18.2 Human Resource Development Unit

The responsibilities of HRD are to:

- (a) Align the implementation of any Developmental programmes with the Human Resource Plan, latest policies and the broader developmental agenda of government.
- (b) Manage the administrative activities related to the implementation of all developmental programmes that have been identified by the department.
- (c) Facilitate the development of capacity for mentoring across all branches by assisting in the identification and training of mentors.
- (d) Facilitate the induction of all persons on development programmes within the required timeframes.
- (e) Convene quarterly meetings with mentees/or mentors accordingly in order to address matters that affect the respective programme as well as recommending improvement plans.
- (f) Expose persons on development programmes to formally structured learning programmes for the duration of their Developmental programme.
- (g) Monitor and evaluate the implementation of all the developmental programmes including the submission of the relevant reports to various stakeholders.
- (h) Review the policy on Developmental programmes in line with new developments in the Public Service and the Department.

18.4 The Human Resource Manager/Chief Director: HRM & D

The Human Resource Manager shall:

- (a) Align Developmental programmes with the Human Resource Plan.
- (b) Assist in the identification of developmental programmes that can be implemented in the department as per the Human Resource Plan.
- (c) Assist in the recruitment & selection processes of persons on development programmes.

18.5 Managers of Divisions/Sub - Divisions

Managers of sub-divisions shall:

- (a) Identify strategic occupational areas in their Chief Directorate in which Developmental programmes need to be focused.
- (b) Identify mentor(s) within divisions according to the criteria and mechanisms set by the Human Resource Development to support the development of persons on development programme.
- (c) Integrate Developmental programmes into the performance and assessment of Mentors
- (d) Ensure that mentors submit progress reports to the Human Resource Development Unit as required.
- (e) Ensure that mentors comply with all the requirements of the implementation of the specified development programme.

18.6 Mentors

The mentors shall:

- (a) Enter into mentorship agreement with the persons on development programme.
- (b) Annually enter into Performance Agreement with the person on a development programme.
- (c) Submit Half -yearly progress reviews to the Human Resource Development Unit.
- (d) Develop and implement a job rotation programme that covers the duration of the Developmental programme for persons on development programme reporting to him/her.
- (e) Support and monitor the development of persons on development programmes.

18.7 Person on development programme

The person on a development programme shall:

- (a) Enter into an employment contract with the Department for that particular Developmental programme.
- (b) Enter into a Performance Agreement and mentorship agreement with the assigned mentor which must include a work plan that shall be used as a tool for measuring the progress of persons on development programme.
- (c) Avail himself/herself for all forms of training and development opportunities created.
- (d) Abide by the code of conduct and policies of the Department and the Public Service.

- (e) Participate actively on-the-job training provided by the mentor and provide feedback on the effectiveness of the Developmental programme and mentoring arrangements.
- (f) Participate in the general and lawful activities of the division in which he/she is placed.
- (g) Attend all meetings arranged by the Human Resource Development Unit, and other relevant stakeholders.

19. MONITORING AND EVALUATION

19.1 To ensure alignment with the skills needed in the Department, this policy will be continuously monitored and reviewed by the Human Resource Development Unit in line with the appropriate legislations.

19.2 Monitoring and reporting of the implementation of the Developmental programmes shall be done according to the DPSA Directive on Developmental programmes and all other requirements from various skill development stakeholders such as SETAs.

20. GRIEVANCE

20.1 Any grievance related to the application of this policy shall be dealt in line with the departmental grievance procedures. The Division: Labour Relations Unit, will provide assistance in this regard.

20.2 The Departmental disciplinary, grievance and dispute resolution procedures shall apply to all persons on development programmes during their contracts with the Department.

21. REVISION OF THE POLICY

In line with the amendments to either legislation, strategic or operational needs, the various role players will, revise this policy by engaging all stakeholders before it is endorsed by the Director-General.

22. AUTHORIZATION:

APPROVED BY (FULL NAMES)	MR ALEC MOEMI
DESIGNATION	DIRECTOR – GENERAL: TRANSPORT

SIGNATURE	
DATE	