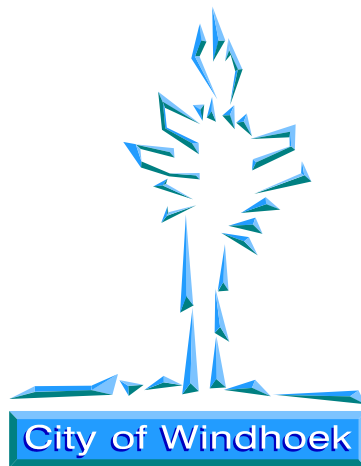


# TRAINING & DEVELOPMENT



# P O L I C Y

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## **1 General policy statement**

We in the Windhoek Municipal Council (hereinafter referred to as "Council") recognises that all our staff members are the most important asset, and that our Vision and Mission will only realise through staff members who possess a vast fund of knowledge, skills and requisite attitudes through appropriate training and development.

*Recognising* the past discriminatory laws, practices and imbalances, and that the upgrading of skills, knowledge, attitudes and qualifications would enhance current job performance and the potential for assuming greater responsibilities:

Therefore, Council commits itself to provide adequate opportunities for its entire staff members and will endeavour to provide the facilities necessary for the training and development of its staff members, with the extension and application of Affirmative Action to human resources empowerment, training and development.

## **2 Purpose and format**

The policy is compiled from the general to the specific. In the broadest sense the philosophy and general policy statement holistically indicates Council's approach towards training and development. In a narrower sense the objectives, strategies and key responsibilities provide more specific guidelines to assist management in training and development decisions.

## **3 Objectives**

- 3.1 To align human resources training and development initiatives to the corporate Vision and Mission so as to ensure the human behaviour required by the Strategic Objectives of Council.
- 3.2 To ensure that need-based training and development interventions are equitably distributed to all categories and levels of staff members within the employ of Council, with particular emphasis on the lower ranks.
- 3.3 To centralise the total training and development function within the whole Windhoek Municipal Council.
- 3.4 To ensure that the total training and development budget shall annually constitute not less than 1.5 % of the annual Operational Budget of Council.
- 3.5 To create an environment that is conducive to self-development and career advancement of staff members.

## **4 Approaches and strategies**

- 4.1 The sequential process followed by of the Training and Development Division will be:
  - 4.1.1 Determine training and development needs that currently exist and project future needs.
  - 4.1.2 Select and write training and development objectives in order to determine and sequence course contents.
  - 4.1.3 Produce and/or procure suitable training and development programmes.
  - 4.1.4 Conduct training and/or co-ordinate training to be provided by others from within or from outside Council.
  - 4.1.5 Evaluate the effectiveness of all training and development interventions and re-adjust where necessary.  
  
[Powers and responsibilities regarding the process are spelled out in paragraph 6.]
- 4.2 The terms training and development in this policy refers to:
  - 4.2.1 **Training:** The process of providing employees with specific skills or helping them correct deficiencies in their performance.
  - 4.2.2 **Development:** Providing employees with abilities that the organisation will need in the future.
- 4.3 The types of training and development interventions that Windhoek Municipal Council provide for, are illustrated in the following diagram:

CLASSIFICATION OF TRAINING AND DEVELOPMENT			TYPES OF T/D INTERVENTIONS
Qualifying Training (Leads to formal qualification)	Pre-service training	Formal qualification required for appointment (entering the organisation)	<ul style="list-style-type: none"> <li>◆ Private Study Aid Scheme to improve formal school or post school qualifications.</li> </ul>
	In-service training	Additional formal qualification required after appointment or for promotion	<ul style="list-style-type: none"> <li>◆ Vocational training</li> <li>◆ Accredited Supervisory and Management development programmes</li> <li>◆ Accredited functional training programmes (e.g. Traffic and Fire Brigade)</li> <li>◆ Post-school bursaries for full time study</li> </ul>
Non-qualifying Training (Does not lead to formally recognised qualification)	Administrative/generic training	Training of a general nature - broader than an official's specific job	<ul style="list-style-type: none"> <li>◆ Supervisory training</li> <li>◆ Induction</li> <li>◆ Computer training</li> <li>◆ Health and safety</li> <li>◆ Basic business principles</li> <li>◆ IR-training</li> <li>◆ Multi-skilling techniques</li> </ul>
	Functional Training	Training for job specific functions/skills	<ul style="list-style-type: none"> <li>◆ Role and functions of Councillors✳</li> <li>◆ Delegations, seminars, workshops and congresses approved by Council</li> <li>◆ Short courses approved by Council</li> <li>◆ Individual/group coaching techniques</li> </ul>

#### ✳Councillor-specific-training

4.4 The main criteria for the **suitability** of training and development are:

- Strategic relevance
- Affirmative Action relevance
- Purpose-fullness
- Cost-effectiveness
- Accreditation value

4.5 Council may accommodate students for practical training attachment in accordance with the Guidelines on Practical Attachment (paragraph 5.3), depending on the availability of funds and the organisational employment needs.

- 4.6 Nominees are obliged to attend courses nominated for and agreed upon. Failure by a nominee to attend a course amounts to misconduct, and shall be dealt with in accordance with the Industrial Relations Policy of Council.
- 4.7 In the event where a nominee cannot attend a particular course for one or other good reason, such nominee should inform the Training and Development Manager in writing at least one week before the course date through his/her Strategic Executive. Shorter notice through the same procedure shall only apply in the event of the unforeseen such as illness, deaths, unplanned leave and the like.
- 4.8 Staff members, who attend courses of which the duration is one full day or longer, shall receive certificates. Certificates shall be co-signed by the Chief Executive Officer, the Course Leader, and the Strategic Executive: Human Resources.
- 4.9 The official medium of instruction is and shall be English. However, where the language competency of participants so dictates any other indigenous language may be used.
- 4.10 Council shall provide training and development assistance to other institutions as time and space permit. Training shall only be provided in Windhoek at participant's own costs. In the event where training in Windhoek is not possible for good reasons and Trainers have to go out, the Chief Executive Officer shall grant special leave and the recipient institution(s) shall bear the actual costs.
- 4.11 Staff members who have been granted special leave to attend delegations and short courses within and outside Namibia shall be required to furnish a written report to his/her Strategic Executive who in turn will recommend specific interventions to the Chief Executive Officer.

## **5 Guidelines on specific Training and Development interventions**

### **5.1 Private Study Aid**

- 5.1.1** The Private Study Aid Scheme aims to cater for municipal related distance education studies by permanently appointed staff members.

For purposes of private study aid, applicants shall be classified and treated as follows:

Category of student	Type of assistance	Approving authority
<b>Category (a) students:</b> Who study for improvement of formal qualifications where the incumbent already occupies a job for which he or she does not have the required qualifications	100 % refundable interest free study loan, and special leave.	Strategic Executive concerned in consultation with the Strategic Executive: Human Resources
<b>Category (b) students:</b> Who study for improvement of formal qualifications to qualify for promotion in the incumbent's current career path	100 % refundable interest free study loan, and special leave.	Strategic Executive concerned in consultation with the Strategic Executive Human Resources
<b>Category (c) students:</b> Who study for improvement of formal qualifications in the incumbent's current career path but beyond the highest level required by the grading system (honours, masters and doctors degrees)	50 % refundable interest free study loan, and special leave.	Strategic Executive concerned in consultation with Strategic Executive: Human Resources
<b>Category (d) students:</b> Who study for parallel or partially relevant qualifications at first degree or diploma level	40 % refundable interest free study loan, and special leave.	Strategic Executive concerned in consultation with Strategic Executive Human Resources
<b>Category (e) students:</b> Who study for improvement of formal qualifications to qualify for other horizontal or higher jobs in the Municipality which are not relevant to the incumbent's current career path	40 % refundable interest free study loan, and special leave.	Strategic Executive concerned in consultation with Strategic Executive: Human Resources

5.1.2 **Private study aid** shall be defined and applied as follows:

5.1.2.1 **An interest free study loan** for all study costs (including accommodation and travelling expenses as well as course equipment) provided that:

5.1.2.1.1 Proof of registration costs and other expenses be submitted.

5.1.2.1.2 The loan be granted only once per approved subject, and repeats be financed once only.

5.1.2.1.3 A study loan shall be repaid in equal payments as of the month following the month in which the loan was taken up. The maximum loan amount shall be equal to the current bursary amount (as been provided for budgetary purposes) and repayments will be as follows:

Percentage of maximum loan amount	Repayment period
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<b>Percentage of maximum loan amount</b>	<b>Repayment period</b>
0 - 19.99 %	12 months
20 - 49.99 %	24 months
50 – 100 %	36 months

- 5.1.2.2 **Refunding** of the following study costs in respect of category (a) and (b) students after successful completion of the full qualification (including practical assignments):
- 5.1.2.2.1 All study costs (excluding handbooks, accommodation and travel expenses as well as course equipment) only once per approved subject in respect of successful attempts.
- 5.1.2.2.2 Only study costs paid for while in the employ of Council: Provided that upon completion of the qualification the staff member is still in the employ of Council.
- 5.1.2.2.3 The refund of study costs in respect of category (a) and (b) students shall be approved by the Strategic Executive of the Department concerned and effected by the Strategic Executive: Finance.
- 5.1.2.3 Special leave shall be granted to all categories of students. Students shall receive one examination day and two additional working days for preparation. Where more than one approved subject/paper is written on one day, the candidate receives two additional working days for every approved subject/paper. Special leave will be granted only once per approved subject/paper.
- 5.1.2.4 Special leave (which includes travel time) shall be granted by the approving authority as prescribed by the particular study course for compulsory attendance sessions.
- 5.1.2.5 As counter performance, for full study aid received by category (a) and (b) students, the candidates shall serve Council for a period equal to the course duration. Counter performance shall commence at the end of the year or part thereof for which the study loan was granted. Counter performance for category (c) to (e) will proportionately be reduced according to the percentage of the loan refund.
- 5.1.2.6 Staff members who fail to comply with counter performance shall repay the outstanding study loan/aid within 30 days from date of resignation at prime bank overdraft rate minus 4 %. Special leave received during the last year of study will be converted to annual leave (by lack of enough annual leave it will be converted into money value) based on the salary earned at the time of the special leave.
- 5.1.3 The interest free study loan and special leave of category (c) to (e) students have the same conditions as in full study aid, except that



category (c) to (e) students shall not qualify for a 100 % refund of the study loan, but a percentage refund as indicated in paragraph 5.1.1.

- 5.1.4 Application for Private Study Aid by a Strategic Executive of a Department shall be considered by the Chief Executive Officer in consultation with the Strategic Executive: Human Resources (where the latter is not an applicant), whereas the applications of the Chief Executive Officer will be considered by Management Committee.
- 5.1.5 Council may consider a once-off reward for exceptional study performance/success, but no permanent salary increment will be granted for such purpose.

## **5.2 Post-school studies and practical training**

- 5.2.1 The Guidelines on post-school studies and practical training shall apply to permanent staff members for full time or part-time studies and for practical training outside Council.
- 5.2.2 Special leave for full-time studies shall be granted to serving Council staff members at all hierarchical levels for relevant post-school qualification or practical training for the prescribed duration of such qualification or training, subject to approval by Management Committee.
- 5.2.3 Council shall grant bursaries or scholarships to permanent staff members for post-school studies **only** in instances where the post-school course concerned is not available through correspondence or **distance education**.
- 5.2.4 Notwithstanding paragraph 5.2.3 above, Council staff members may accept bursaries or scholarships offered by other organisations or institutions. Proof of sponsorship must be submitted. Such permanent staff members shall qualify for special leave as stipulated under paragraph 5.2.2 above and benefits as stipulated under paragraph 5.2.7 below: Provided that the bursary or scholarship is obligation free.
- 5.2.5 Individual Strategic Executives shall annually determine and communicate to Management Committee as to the number of staff members in their departments (if any) which they are able to release on special leave for full-time post-school studies. Where more than one application for post-school studies or practical training have been received from staff members within one office/department and it is not possible to approve them all, the Strategic Executive/Department concerned submit motivated recommendations as to which staff member(s) (if not all or if at all) should be authorised by Management Committee.
- 5.2.6 The necessary substitution arrangement shall as well be spelt out by the Strategic Executive concerned in search for the authorisation of such special leave by Management Committee. The post of a staff member so granted special leave shall be guaranteed.

- 5.2.7 In respect of permanent staff members with a Council bursary or scholarship for relevant post-school studies or special leave for practical training Council may only contribute towards medical aid, pension, social security and housing subsidy.
- 5.2.8 Post-school Council bursaries or scholarships to permanent staff members shall be given for studies in the SADC Region.
- 5.2.9 A permanent staff member of Council on special leave for purposes of post-school studies or practical training shall cede his/her pension rights to Council as a guarantee for counter performance.
- 5.2.10 Permanent staff members with bursaries or scholarships from Council or other organisations or staff members on practical training attachment shall continue to contribute to medical aid, pension fund and to pay other applicable contributions while on special leave.
- 5.2.11 A staff member of Council granted special leave to pursue relevant post-school studies or for practical training shall be bound contractually to work one year for Council in respect of each year of special leave granted.
- 5.2.12 Where a staff member fails to honour the contractual responsibility contemplated in paragraph 5.2.11 above, such staff member shall repay to Council the amount Council paid in respect of his/her medical aid, pension, social security and housing subsidy at prime bank overdraft rate minus 4 %, on condition agreed to between the staff member and Council.
- ✪[For vocational training only paragraph 5.2.2 of the above guidelines apply.]

### **5.3 Practical Training Attachment**

(This paragraph of the Policy does not apply to staff members of Council.)

- 5.3.1 The guidelines to practical training attachment apply to:
- 5.3.1.1 Tertiary students studying towards formal qualifications at an institute of higher training.
- 5.3.1.2 Trainees of Vocational Training Centres approved by the Government of the Republic of Namibia.
- 5.3.1.3 Councillors and staff members of other local authorities and organisations.
- 5.3.2 The existing fixed salary scales for student workers of Council shall apply to tertiary students who are required to do compulsory practical as part of their courses. The salary scale as determined by vocational training centres shall apply to vocational trainees.
- 5.3.3 Students who apply for practical exposure through observations and interviews shall not qualify for remuneration.

- 5.3.4 Whilst studies continue, continuity of attachment shall be maintained in respect of students and trainees who are obliged to do practical: Provided that the progress, conduct and performance of the students and trainees are acceptable to Council and the institution of learning concerned.
- 5.3.5 Council shall annually budget for a fixed number of vocational trainees and tertiary students.
- 5.3.6 Tertiary student 'vacancies' will be advertised externally in suitable media whereafter the normal selection process will follow.
- 5.3.7 In the case of 'vacancies' for vocational trainees, the Human Resources Manager: Staffing and Remuneration shall forward all available 'vacancies' to all the approved existing vocational training centres. Each vocational training centre may recommend **two** trainees for each vacancy to the Human Resources Manager: Staffing and Remuneration for further processing/selection. Council shall not bear travelling and accommodation expenses of vocational trainees.
- 5.3.8 The Human Resources Manager: Staffing and Remuneration shall inform the Human Resources Manager: Training and Development of practical attachees immediately after appointment for monitoring by the latter. The Strategic Executives of Departments concerned shall ascertain what the practical training should entail **vis-à-vis** what the Departments are in a position to offer, and through regular contacts with vocational training centres provide guidelines where necessary.
- 5.3.9 Vocational training centres shall be responsible for Injuries On Duty (IOD's) of their vocational trainees while on attachment, and shall further provide protective gear to their trainees for the full period of attachment.
- 5.3.10 Non-Namibian students and trainees from other countries shall be accepted to do their practicals in Namibia: Provided that they meet the legal employment requirements, and more specifically, there are no Namibian applicants.
- 5.3.11 Where a foreign student is attached for a particular research project, a student from the University or Polytechnic of Namibia shall be co-attached (if available) so as to facilitate local capacity building and information accessibility. The foreign students and the local students may be compensated.
- 5.3.12 The students and trainees shall indemnify and keep Council so indemnified against all claims, demands and proceedings brought or instituted by third parties against Council for any act, omission or default on the part of the student or trainee acting in the course and scope of his/her attachment to Council, or the risk created thereby.
- 5.3.13 The student or trainee shall absolve from and hold Council harmless against the student or trainee, his/her estate and dependants for any liability (howsoever arising) in respect of any loss, injury or death that

the student or trainee may suffer while attached to Council, as a result of any act, omission or default of Council, its staff members or agents acting within the course and scope of their employment within Council, or the risk created thereby.

#### **5.4 Subsistence and travel allowances**

(Refer to current subsistence/travel allowance policy for specific details.)

- 5.4.1 Where accommodation expenses are not borne by a third party, the relevant subsistence allowance as well as the cost/bed (excluding breakfast) per day shall be paid by Council: Provided that the class of accommodation is limited to a 3-star hotel and exceptional cases shall be submitted to Management Committee for consideration.
- 5.4.2 Where a third party sponsors accommodation expenses and the three meals per day, an allowance equivalent to 50 % of the relevant subsistence allowance per day or part of a day shall be paid to Council delegates.
- 5.4.3 Subsistence allowance payable to delegates travelling in Southern Africa/inside Namibia shall be in accordance with an amount determined by Management Committee on the recommendation of the Strategic Executive: Finance.
- 5.4.4 Subsistence allowance payable to delegates travelling outside Namibia/Southern Africa shall be in accordance with an amount determined by Management Committee on the recommendation of the Strategic Executive: Finance.
- 5.4.5 In case of a shortage on the total advanced allowances, Council shall submit proof of the excess amount to the Strategic Executive: Finance for reimbursement.

#### **5.5 Bursaries**

- 5.5.1 Council offers bursaries for post school studies in the Windhoek Municipal field of work in order to supply for anticipated human resources needs in the longer term.
- 5.5.2 To be eligible for a bursary an applicant should be a Namibian Citizen, the holder of a Grade 12 or equivalent certificate and conform to the admission requirements of a recognised university/technicon in the SADC region.
- 5.5.3 Although Council will only offer need-based bursaries a minimum of three and a maximum of five bursaries will annually be budgeted for.
- 5.5.4 Council's bursary provide for the following costs:
  - 5.5.4.1 Full registration and tuition fees for the course selected.

- 5.5.4.2 Board and lodging payment equal to the university/technicon hostel fee.
- 5.5.4.3 Prescribed textbooks and equipment (excluding computer equipment).
- 5.5.4.4 Travelling expenses equivalent to return bus transport during the June and December holiday (between home and the university/technicon).
- 5.5.4.5 Repatriation insurance and study permits.
- 5.5.5 Bursaries for studies outside Namibia will only be granted for fields of study that are not available in Namibia.
- 5.5.6 Bursary needs for each department will be determined in collaboration with the Strategic Executive: Human Resources.
- 5.5.7 Bursaries will be advertised in the suitable media not later than 31 August.
- 5.5.8 Management Committee will approve the final number and type of bursaries to be awarded in a specific year.
- 5.5.9 The selection of bursary holders will be done according to Council's normal staffing procedure.
- 5.5.10 The rights and obligations of bursary holders and Council are covered completely in the bursary agreement between Council and each bursary holder. (Attached as Annexure "A".)
- 5.5.11 In the renewal of bursaries, which is in Council's discretion, the following principles will be taken into account.
  - 5.5.11.1 Where a university promotes a student notwithstanding the fact that he/she has to carry a subject from the previous year, the bursary may be renewed providing general progress in other subjects has been satisfactory.
  - 5.5.11.2 Where a student has failed a year, but has been granted permission by the university to repeat the year his/her bursary will be suspended for that year, but subject to the progress he/she makes in repeating the year, his/her bursary may be reinstated but not retrospectively.
- 5.5.12 Bursary holders are obliged to hand in mid year and year-end academic results.
- 5.5.13 Bursary students will be appointed in an in-training-rank, which is one scale lower than the post for which the bursary was granted – until such time that the incumbent qualifies for the post for which the bursary was granted.

## **6 Powers and responsibilities of key players**

The key players in training and development shall be Council, Management Committee, the Chief Executive Officer, the Strategic Executive: Human Resources, the Training and Development Manager, the Affirmative Action Co-ordinating Committee, line managers, the trainers and, last but not least, the trainees. Therefore, training and development is both a collective and shared responsibility.

## **6.1 Council**

Council or Management Committee shall deal with any training and development matter not covered by the Training and Development Policy.

## **6.2 Management Committee**

6.2.1 Management Committee will approve the final number and type of bursaries to be awarded in a specific year.

6.2.2 Management Committee shall consider all requests for attendance of relevant training and development courses and delegations outside the Republic of Namibia.

6.2.3 Management Committee shall consider requests for full-time and external part-time sponsored post-school studies by serving staff members on merit. Requests for full-time and external part-time post-school studies shall be dealt with in accordance with the Guidelines on Post-school Studies and Practical Training. Serving staff members are encouraged to utilise the Private Study Aid Scheme for distance studies.

6.2.4 Management Committee shall consider requests by serving staff members for external practical training attachment on merit, in accordance with the Guidelines on Post-school Studies and Practical Training.

## **6.3 Chief Executive Officer**

6.3.1 The Chief Executive Officer or his/her delegate shall consider all requests for training and development interventions and delegations within the Republic of Namibia, including specified categories of formal distance-education degree and diploma courses in and outside the Republic of Namibia.

6.3.2 The Chief Executive Officer shall annually approve the corporate Training and Development Programme for the ensuing financial year by 1 February of each year.

## **6.4 The Strategic Executive: Human Resources**

6.4.1 The Strategic Executive: Human Resources shall provide strategic guidelines to the Training and Development Division and oversee the effectiveness of training and development interventions.

6.4.2 The Strategic Executive: Human Resources shall be the primary custodian and upholder of the Training and Development Policy, and,

hence, see to it that the Policy is at all times responsive to present and future challenges.

## **6.5 Training and Development Manager**

- 6.5.1 The Manager: Training and Development shall be responsible for the identification of training and development needs of Councillors and staff members.
- 6.5.2 The Manager: Training and Development shall be responsible for the development and/or procurement of suitable training and development programmes for Councillors and staff members, in consultation with the Affirmative Action Co-ordinating Committee.
- 6.5.3 The Manager: Training and Development shall co-ordinate the total Training and Development Budget of Council in consultation with line managers.
- 6.5.4 The Manager: Training and Development shall advise the Strategic Executives, the Chief Executive Officer, Management Committee and Council on suitable training and development interventions in terms of strategic relevance, purposefulness and *cost-effectiveness*.

## **6.6 Line managers**

- 6.6.1 Line managers shall be expected to be proactive in discussing individual training and development needs of subordinate staff members with the individual staff members concerned.
- 6.6.2 Line managers at all levels shall co-operate with the Training and Development Division in identifying and prioritising training and development needs within their Departments.
- 6.6.3 Line managers shall monitor the performance of subordinate staff members after training and assist the Training and Development Division in following up trainees.
- 6.6.4 Line managers shall assist the Training and Development Division in compiling the annual training and development budget so as to address departmental needs, and to distribute training and development initiatives equitably to all categories of staff members.
- 6.6.5 Line managers shall continue to provide in-service training and to encourage subordinate staff members to utilise the Private Study Aid Scheme for developmental purposes.

## **6.7 Trainees**

- 6.7.1 Staff members shall be expected to be pro-active in discussing their individual training and development needs with line managers and the

Training and Development Division. Trainees shall not be unilaterally nominated for any training and development intervention.

- 6.7.2 A trainee may criticise and point out shortcomings of any training and development intervention constructively without victimisation.

## **6.8 Affirmative Action Co-ordinating Committee**

- 6.8.1 The Affirmative Action Co-ordinating Committee shall monitor the training and development of Affirmative Action candidates and make recommendations on remedying any deficiencies uncovered.
- 6.8.2 The Affirmative Action Co-ordinating Committee shall report annually in writing to the Chief Executive Officer on the effectiveness of Affirmative Action candidates' training and development programmes and the envisaged course of action for the future.

## **6.9 Training and Development Forum**

- 6.9.1 The Training and Development Forum shall be a multi-disciplinary forum of Trainers. The Training and Development Forum shall merely consist of Trainers, representative(s) of the Affirmative Action Co-ordinating Committee and representatives of Departments not being presented by Trainers.
- 6.9.2 The Training and Development Forum shall serve as a forum for cross-fertilisation of training and development expertise so as to keep abreast of developments in the broader training and development domain.
- 6.9.3 The Training and Development Forum shall be advisory in nature, and shall deliberate on any training and development matters.
- 6.9.4 The Training and Development Forum shall at least meet thrice per annum, and shall provide copies of all its agendas and minutes to the Strategic Executive: Human Resources and the Manager: Training and Development within five days of finalisation for information and/or consideration.
- 6.9.5 The Training and Development Forum shall strategize and submit budget proposals on training and development through the Manager: Training and Development.