



# **TRAINING POLICY OF THE PUBLIC SERVICE OF NAMIBIA**

**DIRECTORATE HUMAN RESOURCES DEVELOPMENT  
OFFICE OF THE PRIME MINISTER  
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# TRAINING POLICY OF THE PUBLIC SERVICE OF NAMIBIA

## CHAPTER 1

### 1. OBJECTIVES

The Government of the Republic of Namibia recognises that its staff members are its most important asset and therefore wishes to encourage them to develop skills, competencies and abilities for the benefit of the Public Service.

The objectives of this policy are

- 1.1 to ensure that training receives a high degree of support on all levels, especially from top management;
- 1.2 to ensure that training is carefully planned, properly coordinated and sustained on all levels;
- 1.3 to recognise the fact that effective training can only take place when matching resources are properly planned and budgeted for, e.g. training personnel, equipment, facilities, material, etc.;
- 1.4 to establish an internal capacity for training in the Public Service;

- 1.5 to offer training to all categories of staff and at all levels of the Public Service;
- 1.6 to ensure that training and development takes place within the parameters laid down by Government in policies and legislation; and
- 1.7 to ensure that training is offered to Namibian citizens employed in the Public Service (and only in exceptional cases, where Namibians do not meet the requirements, to non-Namibians).

It is expected of all those concerned to apply the training policy dynamically.

## **CHAPTER 2**

### **2. INTRODUCTION**

#### **2.1 DEFINITION**

2.1.1 Training can be seen as the systematic process of changing the behaviour and/or attitudes of people in a certain direction to increase goal achievement within an organisation, as opposed to education which may be defined as activities which aim at developing the knowledge, moral values and understanding required in all walks of life.

2.1.2 The word training as used in this policy refers to seminars, workshops, lectures, conferences, courses, attachments, etc.

#### **2.2 NECESSITY AND PURPOSE FOR TRAINING**

2.2.1 The necessity for the training and development of Public Service personnel is that they are responsible for rendering efficient services to the people of Namibia. They should not only be committed to their tasks, but should also be well informed and trained to be functionally effective. Staff members are also expected to keep abreast of relevant developments affecting the organisations (Offices/Ministries/Agencies) within which they operate.

2.2.2 No person can be expected to be prepared for the occupation of a post in the Public Service as a result of his/her general training/formal education at a school, college or university.

2.2.3 The role that training can play in enhancing the performance of staff members in organisational and national development cannot be over-emphasised.

2.2.4 Through appropriate training, new technology as well as administrative and management principles/practices can be mastered and adapted to the work environment with a view to enhancing productivity and improved service.

2.2.5 If Offices/Ministries/Agencies do not develop training plans consistent with their organisational and individual staff members' needs, training efforts are unsystematic and unfocused and tend to be unproductive and not conducive to sustainable national, organisational and individual performance.

2.2.6 This policy provides for the identification of role players who will be responsible for the provision of well-planned, systematic and focused training.

2.2.7 Public Service training is, however, not intended to:

- (a) qualify staff members to meet appointment requirements e.g. formal qualifications (excluding those mentioned in paragraph 3.1.2), typing skills, driver's training, basic language skills; or
- (b) provide for self-development needs that are not directly work-related.

## **CHAPTER 3**

### **3. CLASSIFICATION OF TRAINING**

#### **3.1 QUALIFYING TRAINING**

Qualifying training refers to any training/studies which lead to a formal qualification.

##### **3.1.1 Pre-Service Qualifying Training**

- (a) In terms of the Public Service Act, 1995 (Act 13 of 1995), the Prime Minister, on recommendation of the Public Service Commission, prescribes minimum qualifications for appointment in specific posts in the Public Service. This is stipulated in the respective Personnel Administrative Measures.
- (b) It is therefore necessary, from the beginning, to ensure continuous liaison with the Public Service Commission if a training institute (e.g. the University of Namibia) should plan or is contacted to present an acknowledged qualifying training course or should want to implement a new training course that could lead to an acknowledged qualification.

##### **3.1.2 Qualifying In-Service Training**

Qualifying in-service training refers to the training offered as a whole by/through the Public Service to staff members in order to qualify them for specific vocational fields. Examples of such training are

courses for Air Traffic Controllers or training of technicians.

#### **3.2 NON-QUALIFYING TRAINING**

Non-qualifying training is training that does not lead to the awarding of a formally recognised qualification.

##### **3.2.1 Administrative Training**

- (a) The Directorate Human Resources Development in the Office of the Prime Minister is responsible for administrative training within the Public Service of Namibia. Administrative training refers to the competencies which are necessary to enable staff members to carry out their administrative tasks. It refers to training of a general nature.
- (b) Administrative training includes aspects such as:
  - (i) Management Training;
  - (ii) Supervisor's Courses;
  - (iii) Induction Courses;
  - (iv) Communication Skills; and
  - (v) Customer Care Training.
- (c) *Lower level administrative training* will be presented by the Training Officer/Component in the Office/Ministry/Agency; *mid-level administrative training* by the Training Officers of the Directorate Human Resources Development in

the Office of the Prime Minister; and *top level management training*, i.e. from Deputy Director up to Permanent Secretary, primarily by the Centre for Public Service Training at the University of Namibia.

### 3.2.2 Functional Training

Functional training refers to the line functions performed by staff members in an Office/Ministry/Agency, e.g. training an accountant to do accountancy work, training a clerk to do clerical work, etc. Offices/Ministries/Agencies have the responsibility for their own functional training. This training, which is mainly the responsibility of the supervisor, is primarily conducted through mentoring or on a person-to-person basis.

## **CHAPTER 4**

### 4. **RESPONSIBILITY FOR TRAINING**

Role players involved in the training of Public Service staff members are:

#### 4.1 **THE INDIVIDUAL**

Since no person is fully equipped for his/her task solely through pre-service education and training, all staff members have to, for their own sake as well as for the realisation of the ideals of the Public Service, participate in a continuous programme of training and development with the *full knowledge* of the supervisor.

#### 4.2 **THE SUPERVISOR**

4.2.1 It is the responsibility of supervisors on all levels to identify both the development needs of their staff members and ways to meet them. Supervisors will therefore have to measure the competencies of their staff members against the requirements of the post needed for the mastering of the job. (Public Service Staff Code, Chapter C 1, paragraph 2(2))

4.2.2 In this connection, it is vital that the supervisor clearly identifies the general functions of the department or section or unit in which the staff member works and also the specific functions and duties of the staff member.

4.2.3 Any shortfalls in competencies and attitudes need to be addressed by means of an efficient, differentiated and integrated training programme - differentiated to the extent that it meets the development needs of the

individual and not only those of a group, and integrated because it eventually needs to link up with a training programme which meets the requirements of the Office/Ministry/Agency.

4.2.4 Since the duties of staff members change every now and then and training needs have to be assessed regularly, supervisors are required to draw up and continuously revise training and development programmes for each of their staff members. These programmes should meet the administrative and functional development needs of staff members as well as the ways in which these requirements should be met.

4.2.5 The attention of the supervisor is drawn to the following:

- (a) that matters concerning training and development are not only discussed but that positive steps are taken to draw up and implement training and development programmes to broaden the competencies and to positively influence the attitudes of staff members. In this respect, supervisors must keep a training schedule and record of each staff member throughout his/her Public Service career;
- (b) that staff members are briefed prior to training, follow-up support is given and opportunities for application are created;
- (c) that an additional duty, "self development", is added on all duty sheets. Regular reports on the extent to which the staff member performs this

duty should be kept (Public Service Staff Code, Chapter C 1, paragraph 2(2)(c)); and

- (d) that adequate budgetary provision is made for staff members' development.

4.2.6 Supervisors who are not familiar with the assessment of training needs and the training of adults are advised to consult the Training Officer/Component in their Offices/Ministries/Agencies. (See also paragraph 4.3.5 below.)

4.2.7 The performance of supervisors regarding training of staff members is also a reflection of their supervisory skills.

#### 4.3 **TRAINING OFFICER/COMPONENT IN THE OFFICE/ MINISTRY/AGENCY**

The functions of the Training Officer/Component are:

4.3.1 to formulate the Office/Ministry/Agency's training policy in conjunction with the respective Training Committee. This policy should be in line with the Training Policy of the Public Service of Namibia;

4.3.2 to coordinate and advise the Office/Ministry/Agency's Training Committee on all training matters and specific training needs, excluding qualifying training; (See paragraphs 4.8.5 and 4.11)

4.3.3 to serve as a member of the Office/Ministry/Agency's Training Committee;

- 4.3.4 to develop and promote a training record system for the Office/Ministry/Agency;
- 4.3.5 to assess or coordinate the assessment of the training needs of the Office/Ministry/Agency;
- 4.3.6 to initiate and schedule training projects in conjunction with the development plan and provide the Training Committee with a six monthly programme for the Office/Ministry/Agency;
- 4.3.7 to develop, organise and coordinate training facilities, equipment and aids for training sessions;
- 4.3.8 to promote discussions on budgetary allocation for staff development with Training Committee members; (See paragraph 4.6.6)
- 4.3.9 to conduct administrative training, i.e. lower level Induction and Supervisor's Courses;
- 4.3.10 to assist and/or coordinate training, both functional and administrative. (Training Officers cannot be expected to conduct functional training as part of their normal duties. Only under exceptional circumstances, where the Training Officer has specific expertise within a functional field, can he/she be requested to conduct such training, provided that this does not infringe on his/her other duties.);
- 4.3.11 to liaise with all sections in the Office/Ministry/ Agency with the aim to obtain and confirm nominations for training;
- 4.3.12 to research new approaches to training and revise existing training materials in consultation with the Directorate Human Resources Development in the Office of the Prime Minister;
- 4.3.13 to liaise with the Directorate Human Resources Development in the Office of the Prime Minister in organising, coordinating and promoting training, including functional training, in the Office/Ministry/Agency;
- 4.3.14 to liaise with the Directorate Human Resources Development in the Office of the Prime Minister in all cases where expert training events from outside the Public Service are contracted;
- 4.3.15 to initiate and promote follow-up actions and evaluation of training presented;
- 4.3.16 to draw up and submit bi-annual training reports to the Directorate Human Resources Development in the Office of the Prime Minister through their respective Training Committees and Permanent Secretaries. The following information on **all training** undergone by staff members must be included in the reports:
- (a) the purpose of the training;
  - (b) the presenter(s);
  - (c) the duration of the training;
  - (d) the venue;
  - (e) the number and ranks of staff members who attended;

- (f) the number of males/females attending;
- (g) the benefits of the training received to the Office/Ministry/Agency/ Public Service; and
- (h) the expenses (specified).

4.3.17 to address any other training related problems which may occur; and

4.3.18 to bring all needs identified at the Training Committee meetings that cannot be satisfied internally to the attention of the Directorate Human Resources Development in the Office of the Prime Minister.

#### 4.4 OFFICE OF THE PRIME MINISTER

4.4.1 In terms of the Public Service Act, 1995 (Act 13 of 1995), the Prime Minister shall direct the Public Service and his/her functions shall, in particular, include:

*the provision of training, including the conducting of examinations or tests, in such subjects, including languages, as may be required for any appointment, promotion or transfer to or in the Public Service.*

4.4.2 The Office of the Prime Minister is responsible for managing the entire Public Service, including the formulation and implementation of policies affecting the mobilisation, development and utilisation of its entire human resources. This is done through the Department Public Service Management. The Directorate Human Resources Development, which is part of the Department Public Service Management, is responsible for managing all Public Service training.

4.4.3 The overall objective of the Directorate Human Resources Development is to advise on the approaches to and the strategies for the formulation and implementation of integrated national policies and programmes regarding Public Service training and staff development. In this regard, the Directorate Human Resources Development collaborates with Offices/Ministries/Agencies on the coordination, monitoring and evaluation of appropriate training programmes. Specifically, the Directorate Human Resources Development:

- (a) consults with all relevant bodies in order to establish guidelines, policies and directives on Public Service training and staff development; for consideration and approval by Government;
- (b) ensures the effective dissemination of information on training policies, assists in the proper interpretation and understanding of these policies and provides guidelines for their implementation;
- (c) gives guidance to and liaises with the Centre for Public Service Training at the University of Namibia, and between the Offices/Ministries/Agencies and the Centre, and processes nominations for courses offered by the Centre;
- (d) provides guidance and directives to the Centre for Public Service Training concerning the course content of training programmes conducted by the Centre;

- (e) serves as a source of information on Public Service training and human resources development;
- (f) conducts training courses for Training Officers, functional trainers and instructors;
- (g) performs an inspection function with regard to training and development in the different Offices/Ministries/Agencies;
- (h) conducts management development programmes;
- (i) attends all Training Committee meetings, liaises regularly with these Training Committees and reports in writing on such liaisons to the Director Human Resources Development;
- (j) researches new approaches to training and develops as well as modifies lectures/modules to suit needs;
- (k) determines standards with regard to training and development in the Public Service;
- (l) liaises with other institutions and acts as liaison between other institutions and Offices/Ministries/Agencies in connection with courses abroad, study visits, etc., excluding instances where bilateral agreements exist and where the training is specified;
- (m) informs the Ministry of Foreign Affairs of staff members attending training events in countries outside Namibia; and

- (n) liaises and consults with the Directorate Human Resources Management in the Office of the Prime Minister on personnel planning and career development.

4.4.4 The specific functions of the Training Officers in the Directorate Human Resources Development towards the different Offices/Ministries/Agencies entail assistance and advice on:

- (a) the formulation and updating of the Office/Ministry/Agency's training policy and guidelines;
- (b) the constituting and functioning of a Training Committee for the Office/Ministry/Agency;
- (c) the development of training record systems and resource centres;
- (d) determining of human resources development needs;
- (e) the development, programming and scheduling of training projects/courses;
- (f) procedures and methods for development;
- (g) the development of facilities and aids needed for training and development;
- (h) the compilation of the training budget for the Office/Ministry/Agency;

- (i) the organising and conducting of lower level courses in the Office/Ministry/Agency, e.g. Induction and Supervisor's Courses;
- (j) ways in which functional training in Offices/ Ministries/Agencies can be organised, coordinated, evaluated and promoted;
- (k) the compilation of bi-annual training reports; and
- (l) solutions to any other training problems which may occur.

#### 4.5 PERMANENT SECRETARIES

4.5.1 In terms of the Public Service Act, 1995 (Act 13 of 1995), Permanent Secretaries are accountable for the proper functional training and utilisation of staff members in their Offices/Ministries/Agencies. In terms of the same Act, the Secretary to Cabinet coordinates Permanent Secretaries in the performance of their functions and is responsible to the Prime Minister for the efficiency and effectiveness of the Public Service.

4.5.2 Permanent Secretaries keep abreast of policy developments and changes relating to Public Service training and ensure that these are known and properly applied by all personnel in their respective Offices/Ministries/Agencies.

4.5.3 Permanent Secretaries can initiate Public Service training policy ideas and transmit them to the Office of the Prime Minister for consideration.

4.5.4 Permanent Secretaries ensure:

- (a) that a culture conducive to sustained training and development prevails in their Office/Ministry/Agency;
- (b) that training needs covering all levels of staff in their respective Offices/ Ministries/Agencies are assessed;
- (c) that required training programmes and proposals are designed and developed;
- (d) that these proposals are coordinated with the Directorate Human Resources Development in the Office of the Prime Minister;
- (e) that training is followed up, transferred and that newly acquired knowledge and skills are implemented, and
- (f) that budgetary allocations are provided to meet the training needs of the Office/Ministry/Agency.

4.5.5 Every Office/Ministry/Agency develops among its personnel substantive staff expertise in training and staff development, oriented towards the particular needs of the Office/Ministry/Agency. Permanent Secretaries ensure that this is pursued and carried out in close consultation with the Directorate Human Resources Development in the Office of the Prime Minister.

4.5.6 Permanent Secretaries ensure that there is adequate dialogue between cooperating partners (sponsors/donors/recipients) when identifying training needs and allocating funds for specific training

programmes. It should be recognised that cooperating partners, when establishing where and how their funds are to be disbursed, have to strike a balance between their own policies and those of the Namibian Government. External funding therefore should be consistent with Public Service training needs and priorities.

#### 4.6 MINISTERIAL TRAINING COMMITTEE

4.6.1 In order to enable the Directorate Human Resources Development in the Office of the Prime Minister to effectively perform its functions, close contact with Offices/Ministries/Agencies is essential. It is expedient that each Office/Ministry/Agency establishes a Training Committee to liaise with the Directorate.

4.6.2 The Training Committee and its chairperson are appointed by the Permanent Secretary of each Office/Ministry/Agency.

4.6.3 The Training Committee in the Office/Ministry/Agency should include the heads of divisions, a representative from the Personnel Office, the Training Officer of the Office/Ministry/Agency and a Training Officer of the Directorate Human Resources Development in the Office of the Prime Minister. A Training Officer should not be the secretary to the Committee. Consultants/advisors are not members of Training Committees.

4.6.4 Permanent Secretaries need not attend the Committee's meetings, but must be provided with

copies of the minutes of the meetings for reference purposes.

4.6.5 The Committee should meet at least monthly to:

- (a) implement the Training Policy of the Public Service of Namibia;
- (b) formulate, implement and update the Office/Ministry/Agency's training policy/guidelines;
- (c) ensure that training is assessed and development needs of staff members are effectively identified;
- (d) decide on the provision of training according to a training plan for the Office/Ministry/Agency;
- (e) control the training programmes of the Office/Ministry/Agency;
- (f) regularly review and evaluate existing training programmes;
- (g) render assistance concerning training facilities and opportunities;
- (h) disseminate all information related to training;
- (i) follow-up timeously on reports by staff members who have undergone training abroad; and
- (j) generally perform all functions relating to development issues.

4.6.6 Personnel turnover, workloads, delegation and the purposefulness of existing training programmes are

aspects which, from time to time, must also be considered.

- 4.6.7 Members of Training Committees have the responsibility to liaise with their respective managers to ensure proper provision for budgetary allocations for training.

#### 4.7 THE CORPORATE TRAINING COMMITTEE

- 4.7.1 The chairpersons of the different Training Committees may from time to time be required to discuss training matters of inter-office/ministerial/agency concern.

- 4.7.2 In such cases, the Director: Human Resources Development acts as chairperson of the Corporate Training Committee while a Training Officer of the Office of the Prime Minister is appointed as secretary.

- 4.7.3 The decisions of this Committee must be reported via the chairpersons of the Training Committees to their Committees.

#### 4.8 PERSONNEL OFFICE

- 4.8.1 The Personnel Office is directly responsible for the functional day to day in-service training of all Personnel Office staff.

- 4.8.2 Training in Personnel Management and Administration (e.g. training in misconduct, service benefits, merit assessment) will be provided on a centralised basis by

the Directorate Human Resources Management in the Office of the Prime Minister.

- 4.8.3 Where no training component exists within an Office/Ministry /Agency, the Personnel Office of that Office/Ministry/Agency will assume full responsibility for all training matters unless a contact person is appointed for that specific purpose.

- 4.8.4 Personnel Officers are responsible for advising Training Committees on matters regarding staff development plans.

- 4.8.5 Personnel Officers are also responsible for coordinating formal qualifying training and related leave arrangements.

#### 4.9 PUBLIC SERVICE COMMISSION

According to the Public Service Act, 1995 (Act 13 of 1995), the Public Service Commission can make recommendations to the Prime Minister with regard to, *inter alia*:

*giving directions as to the age, educational, language and other qualifications, including training and experience, to be possessed by persons on appointment, transfer or promotion.*

#### 4.10 MINISTRY OF FOREIGN AFFAIRS

The Ministry of Foreign Affairs plays a coordinating role in instances where staff members have to undergo

training outside Namibia. Staff members attending courses abroad are subject to the laws, ordinances and regulations of the host country. Whenever staff members intend attending training outside Namibia, it is important that the Ministry of Foreign Affairs, through the Directorate Human Resources Development in the Office of the Prime Minister, is informed to make the Namibian Consulate in the host country aware of the presence of the staff member.

The Centre for Public Service Training (CPST) at the University of Namibia presents Senior Management Development programmes for the Management Cadre in the Public Service. The content of training programmes is determined in consultation with the Directorate Human Resources Development in the Office of the Prime Minister. Nominations for programmes of the CPST are coordinated by the mentioned Directorate.

#### **4.11 MINISTRY OF HIGHER EDUCATION**

4.11.1 All training, including invitations to study abroad, which leads to a formal qualification is administered by the Ministry of Higher Education, Vocational Training, Science and Technology and all inquiries should therefore be addressed to that Ministry. (Invitations to training courses, study visits, etc. which do not lead to a formal qualification are coordinated by the Directorate Human Resources Development. See paragraph 4.4.3(I)).

4.11.2 The Ministry should be contacted for bursaries/scholarships if funding is required.

4.11.3 The Ministry of Higher Education, Vocational Training, Science and Technology must report on these on a bi-annual basis to the Directorate Human Resources Development in the Office of the Prime Minister.

#### **4.12 CENTRE FOR PUBLIC SERVICE TRAINING (UNIVERSITY OF NAMIBIA)**

## **CHAPTER 5**

### **5. PROCEDURE FOR ATTENDING TRAINING**

#### **5.1 TRAINING PRESENTED BY THE DIRECTORATE HUMAN RESOURCES DEVELOPMENT IN THE OFFICE OF THE PRIME MINISTER**

Nominations for attendance of training have to be approved by the Training Committees, forwarded in writing by the Training Officer/Component in the Office/Ministry/Agency to the Directorate Human Resources Development in the Office of the Prime Minister. The Directorate Human Resources Development will confirm in writing acceptance of nominations a week prior to commencement of the respective training session. No candidate can be sent for training unless a nomination has been confirmed.

#### **5.2 TRAINING PRESENTED BY OUTSIDE AGENCIES**

5.2.1 The purpose of attending training provided by agencies outside the Public Service is to keep staff members informed of the latest developments in their respective functional areas. This training should not cater for staff members' personal development needs.

5.2.2 Funds allocated on the budget of the Office/Ministry/Agency are neither intended for personal development needs nor qualifying training, (excluding Qualifying In-Service Training - see paragraph 3.1.2). To serve this purpose, bursaries/scholarships/funding can be applied for at other institutions,

e.g. Ministry of Higher Education, Vocational Training, Science and Technology; National Planning Commission; Donor Agencies etc.

5.2.3 The Training Officer/Component in the Office/Ministry/Agency should, on receipt of particulars relating to different training programmes, carefully consider the subject matter to be presented in order to establish whether any purpose would be served by participating in the training programme and advise the Training Committee accordingly.

5.2.4 The distribution of information relating to training and development in Offices/Ministries/Agencies should be done by Training Committee members.

5.2.5 No person shall be sent on training presented by an institution outside Government unless the Directorate Human Resources Development in the Office of the Prime Minister approves such a course and the candidate. (See paragraph 4.4). Training specified under bilateral agreements is excluded from this procedure.

5.2.6 Requests to attend training presented by outside agencies should be submitted by the Training Officer in the Office/Ministry/Agency through the Training Committee to the Directorate Human Resources Development for approval.. Such requests should be fully substantiated and should reach the Directorate

well in advance of the deadline. The request should contain the following particulars:

- (a) the presenter, nature and duration of the training programme;
- (b) a detailed schedule of the training programme (where available);
- (c) substantiation of the necessity for attendance of the particular training programme as well as an indication of the anticipated benefit to the Office/Ministry/Agency and the individual;
- (d) the names, ranks and qualifications of staff members nominated;
- (e) financial implications;
- (f) whether funds are available on the Office's/Ministry's/Agency's budget, or the particulars of a committed sponsor;
- (g) the last time the staff member attended training in Namibia or abroad;
- (h) why the staff member was selected for the training programme; and
- (i) the names, ranks and qualifications of other staff members who were also considered along with the selected staff member.

5.2.7 Invitations by private institutions (local or foreign), non-governmental organisations (local or foreign) and international organisations inviting staff members to attend any training must be sent to the Directorate

Human Resources Development for consideration. Nominations for attendance of such training must be forwarded to the Directorate Human Resources Development for approval before further action is taken.

5.2.8 Before approval is requested for the attendance of training outside Namibia, the Training Officer/Component in the Office/Ministry/Agency and the Directorate Human Resources Development must satisfy themselves that such training is not available from within the Public Service or from local agencies.

5.2.9 In-country training programmes should be given preference over training outside Namibia, i.e. having experts from outside the Public Service/Namibia present training locally, should be preferred to staff members being sent outside Namibia. This is more cost-effective and the impact on the Public Service/Office/Ministry/Agency will be greater.

5.2.10 If training is not fully funded/sponsored by the institution, the nominating Office/Ministry/Agency is responsible for funding. If funds are not available from the Office/Ministry/Agency's budget, the National Planning Commission can be approached for advice on donor agencies and/or funding.

5.2.11 The Directorate Human Resources Development in the Office of the Prime Minister is not responsible for funding, travel arrangements, S & T, etc.

5.2.12 It is to be noted that nomination for a training programme does not guarantee acceptance to that programme. The nominating Office/Ministry/Agency or candidate is responsible for his/her own arrangements once he/she is informed about acceptance to a training programme.

## 6. UTILISATION OF KNOWLEDGE/SKILLS OBTAINED

### 6.1 TRAINING OUTSIDE THE PUBLIC SERVICE

Since the coordination of all training matters is very important, all staff members attending training (courses, attachments, etc.) outside the Public Service shall report in writing on such training to their Offices/Ministries/Agencies after completion of the training programme. All reports on training outside the Public Service shall be forwarded through the Office/Ministry/Agency's Training Committee to the Directorate Human Resources Development in the Office of the Prime Minister within one month after completion of such training.

### 6.2 CONVEYANCE OF KNOWLEDGE/SKILLS

6.2.1 After completion of training definite action must be taken to ensure that newly acquired competencies, e.g. knowledge, skills and attitudes are implemented and transferred to colleagues who benefit from it. Supervisors play a crucial role in this process.

6.2.2 A copy of the training material as well as the report must be sent to the resource centre of the Office/Ministry/Agency for maximum utilisation by other staff members.

## **CHAPTER 6**

**CHAPTER 7****6.3 TRANSFER OF SKILLS BY EXPATRIATE PERSONNEL**

- 6.3.1 Expatriate personnel have to ensure the transfer of skills to local personnel by including a deliberate programme designed to facilitate this transfer.
- 6.3.2 It is the responsibility of the relevant Office/Ministry/Agency to ensure that outside counterparts train local counterparts. Outside counterparts shall be carefully selected to ensure that they are, in addition to their field of expertise, capable of and willing to train local counterparts.

**7. CONCLUSION**

The strategic implementation of this policy will ensure continuous development and constructive change to enhance the professional effort towards capacity building in the Public Service of Namibia.

**THIS POLICY SHOULD BE READ IN CONJUNCTION WITH:**

- (A) THE PUBLIC SERVICE ACT, 1995  
(ACT 13 OF 1995)**
- (B) REGULATIONS ISSUED IN TERMS OF  
THE ABOVE ACT**
- (C) PUBLIC SERVICE STAFF RULES**