

HUMAN RESOURCES DEVELOPMENT POLICY

Policy Type / Category: Human Resources

Effective Date: 01 July 2007

Last Review Date: 01 August 2012

Responsible Office: Human Resources

TABLE OF CONTENTS

Chapter 1	Introduction
Chapter 2	Induction
Chapter 3	Short Courses, Conferences, Seminars, Workshops & Symposiums
Chapter 4	Leadership And Management Development
Chapter 5	Financial Study Assistance
Chapter 6	Experiential / Job Attachment
Chapter 7	Apprenticeship Scheme
Chapter 8	(Engineering And IP/IT) Technician Development
Chapter 9	Professional Engineering Development
Chapter 10	Subject Matter Expert
Chapter 11	Annexures, Forms & Definitions

CHAPTER 1: INTRODUCTION

1. GENERAL POLICY STATEMENT

- 1.1 Telecom Namibia recognises that its employees are the most important assets through which its vision, mission and strategic objectives can be realised. It is thus the Company's intention to establish a learning organisation through appropriate training and development interventions to ensure that employees possess appropriate skills, knowledge and the requisite attitudes.
- 1.2 The Company further recognises the right of each employee to self- development and encourages employees to upgrade their knowledge and skill levels on a continuous basis, so as to enhance individual performance set to impact on the success of the Company as a whole.
- 1.3 Therefore the Company attaches considerable importance to capacity building and commits itself to providing employees with opportunities to develop through training and development interventions such as competency-based (functional); general (non-functional and qualification -based interventions).

2. SCOPE

- 2.1 The policy applies to all permanent employees of Telecom Namibia, as well as students /graduates joining Telecom Namibia for training purposes.

3. OBJECTIVE

- 3.1 The objectives of the Company's Human Resources Development Policy are to:
 - 3.1.1 assist employees at all levels in the upgrading of skills, knowledge, attitudes and qualifications in order to increase current job performance, develop potential for assuming increased responsibilities and meet the Company's short, medium and long term Human Resource requirements;
 - 3.1.2 explicitly communicate the commitment of the Board to the training and development of employees for the benefit of both the employees and the Company;
 - 3.1.3 provide an equitable and consistent method of addressing training and development needs and ensure that focused training and development interventions are equitably distributed to all categories of employees in the Company;
 - 3.1.4 centralise the total training & development function and budget (inclusive all training related expenses i.e. registration, traveling and accommodation) within the Human Resource Division to ensure accountability and effective training delivery;
 - 3.1.5 create an environment that is conducive to self-development through provision of financial assistance to employees within the confines of available financial resources;

- 3.1.6 provide line management with operational guidelines regarding the facilitation and management of training & development interventions.

4. TRAVELLING AND HOTEL ARRANGEMENTS

- 4.1 It is the responsibility of each participant to make arrangements for subsistence and traveling claims, bookings for travel and accommodation through their respective Line Managers. The applicable policies in this regard should be adhered to.

5. RESPONSIBILITIES

5.1 TOP MANAGEMENT

- 5.1.1 The Top Management is responsible for the implementation of staff development strategies and policies, as well as allocation of resources to achieve training and development initiatives. This includes the effective monitoring of the cost benefits of staff development in improving individual, team and organisational performance, in order to drive forward continuous improvement. It is also Top Management's responsibility to ensure that all line managers receive the appropriate training in people management skills and staff development.

5.2 MANAGING DIRECTOR

- 5.2.1 Approve recommendations from the Chiefs to waive an employee's obligation for reasons mentioned in the policy. It is also the responsibility of the Managing Director to approve exceptions to this policy.

5.3 LINE MANAGERS

- 5.3.1 Line Managers are responsible for ensuring that their team has the appropriate skills and knowledge to carry out their duties and monitor their performance. They have the responsibility for managing performance and identifying individual training needs through performance appraisal and regular one-to-one interviews with their team members. It is also their duty to ensure equality of access to staff development and training opportunities for all members of their team by communicating them to every team member. Managers are responsible for ensuring appropriate training needs are met to the best of their ability and for creating learning opportunities for individuals whenever possible. This includes the whole range of staff development opportunities, for example coaching and mentoring as well as more formal training.

5.4 SKILLS DEVELOPMENT COMMITTEES (SAME PRINCIPLE AS PACs)

- 5.4.1 Each Business Unit / Division's Management team shall constitute a Skills Development Committee which shall be responsible to evaluate and approve all the Divisional training needs received from the Line Managers. After evaluating the training needs the Committee will prioritize the training needs that should be addressed in order of priority (Low, Medium and High). It is also the responsibility of the Skills Development

Committee to approve the training budget in line with the training needs identified for the Business Unit / Division.

5.4.2 The Skills Development Committee shall meet at least once per annum to approve training needs identified and shall as part of the Divisional management meetings regularly review progress being made on actual training to address identified gaps.

5.4.3 The Skills Development Committee will consist of the Divisional Management members as well as the following members:

- a) Divisional HR Manager,
- b) Senior Manager: Training and Development, as well as the
- c) Divisional Union Shop-steward may attend such meetings on a need basis.

5.4.4 The recommendations for the various Skills Development Committees shall be submitted to EXCO for approval.

5.5 INDIVIDUAL EMPLOYEE

5.5.1 Every individual is responsible for identifying their own learning and training requirements in order to carry out their role and duties effectively. They should be proactive in discussions with their managers about their training and development needs and be confident in putting forward suggestions to meet their own training needs. In addition, they have responsibility to evaluate what they have learnt, provide appropriate feedback and to share their learning experience with colleagues. Ideally this should apply to all learning experiences, not just formal training courses.

5.6 TRAINING DEPARTMENT

5.6.1 The training department is responsible for delivering a professional staff development and training service for the Company. This includes developing, facilitating and delivering staff development and training. The department will insure equality of access to training opportunities by communicating them effectively across the company and be responsible for monitoring, coordinating and evaluating staff training and providing reports for managers. The Department is responsible for involving staff in the planning process for staff development and training. The Department will provide support to staff on a one-to-one basis to discuss development and training issues.

5.7 SENIOR MANAGER: TRAINING AND DEVELOPMENT

5.7.1 The Senior Manager Training and Development will work closely with the Line Managers to ensure that the training strategy is implemented and well managed as well as to ensure that overall company training and development needs are achieved. The Training Manager will provide overall leadership to the training team. Develops and maintain a detailed training work plan. Monitors the quality of the overall development effort. Manages the training development and delivery budget including resources, and work plans as well as allocation of resources. It is also the Training Manager's responsibility to ensure timelines and quality of all team deliverables. It is also the responsibility of the Training Manager to manage the Telecom Namibia bursary scheme.

5.8 TRAINING CONSULTANTS

- 5.8.1 The Training Consultants will administer the overall training plan. Consults with managers and employees to identify future trends, changes, opportunities and problems that require new or modified knowledge and capabilities. Works with public and private sector institutions to design, improve and deliver training and development programmes. Functions as a liaison between the training department and the line managers to provide ongoing assessment and feedback about individual, team and company development needs, training effectiveness, and improvement in performance and customer service. Assists managers in assessing and analyzing development needs of individuals and conducts surveys of training needs. Assists managers in determining what additional training is needed.
- 5.8.2 The training consultants are also responsible for developing, implementing and evaluating course programmes to suit the training needs of the employees. Determines course and session learning objectives, prepares lesson plans to satisfy learning objectives in personal instruction, and provides guidance to others to ensure the approved objectives of their instruction are achieved.

5.9 TRAINING DEPARTMENT SECRETARY

- 5.9.1 The responsibility of the Department Secretary will be to provide administrative support to the entire Training Centre staff. It is also the responsibility of the Department Secretary to coordinate training logistics for end users including scheduling, classroom setup, facilities, material reproduction and distribution. The Department Secretary will also maintain the training database file on all employees' training records.

6. TRAINING COSTS AND EXPENSES

- 6.1 Cost for all approved and identified training and development initiatives will be carried by the company, inclusive of registration / course fees, travel costs as well as subsistence & travel costs as specified in the Subsistence & Travel Policy.
- 6.2 The Human Resources & Strategic Training Division shall consolidate all budgetary provisions for training & development interventions.

7. POLICY DEVIATIONS

- 7.1 Any deviation from this clause may only be made with the approval of the Managing Director, upon the recommendation by the Chief HR Officer.

CHAPTER 2: INDUCTION

1. OBJECTIVE

- 1.1 This is an introduction to Telecom Namibia. This part of the induction process is a function of the Training and Development Department.

2. OVERALL ORGANISATIONAL INDUCTION

- 2.1 The overall organisational induction will be customized depending to the level of inductees' i.e. basic orientation for lower level employees and an advance induction C-level and higher employees and shall include:
 - 2.1.1 A short history of the organisation's missions - why we exist, whom we serve and the principles that guide our working relationships with our clients.
 - 2.1.2 How the organisation is structured.
 - 2.1.3 The role and functions of the various structures.
 - 2.1.4 The role of Management: Who's who and what they do.
 - 2.1.5 The role of the Board of Directors.
 - 2.1.6 Balanced Scorecard, Performance Management System & Competency Development Framework.

3. DEPARTMENTAL / DIVISIONAL INDUCTION

- 3.1 This is a familiarisation with the job and development of work statement and an introduction to the department as well as the entire division. The supervisor is responsible for this induction.
- 3.2 The job familiarisation should include:
 - 3.2.1 A thorough explanation of the job description with emphasis on key performance areas.
 - 3.2.2 Reporting accountability.
 - 3.2.3 Performance Review.
 - 3.2.4 An introduction to the department and an overview of its goals and current work.
 - 3.2.5 The department / division's place within the organisation.
 - 3.2.6 The organisation / structure of the Department / Division.

4. PROCEDURES FIRST TWO DAYS OF WORK

4.1 The employee should meet with the supervisor. General information should be discussed with the new employee:

4.1.1 Hours of work.

4.1.2 Attendance rules (call in procedures).

4.1.3 Parking.

4.1.4 Stationery.

4.1.5 Security and keys.

4.1.6 Dress Code Stationers.

4.1.7 Lunch and break schedule.

4.1.8 Introduction to co-workers.

4.1.9 Location of the Human Resources Policy manual and local HR Office.

4.2 The employee should be given a tour/guide of the building including:

4.2.1 Bulletin boards.

4.2.2 Housekeeping.

4.2.3 Place to eat.

4.2.4 Washrooms.

4.2.5 Supplies & equipment.

4.2.6 Work station.

4.2.7 Fire exits.

4.2.8 First aid kits.

4.2.9 Place to smoke.

4.2.10 Safety equipment

4.3 It is very important that the new employee has someone who is readily available to answer questions for the first few weeks. Supervisors might consider the assignment of a "buddy".

- 4.4 Human Resources will offer new employee orientation in terms of personnel policies and procedures, employee benefits and other services, i.e.:
 - 4.4.1 Code of Conduct and Disciplinary Procedures.
 - 4.4.2 Staff development.
 - 4.4.3 Travel and expenditure claims.
 - 4.4.4 Benefits: Medical Aid and Retirement Annuity Fund.
 - 4.4.5 Details of account for salary.
 - 4.4.6 Salary structure and system.
 - 4.4.7 Paycheck distribution if direct deposit is not elected.
- 4.5 The below mentioned forms must be completed and be forwarded to Human Resources via the hiring department in order to activate an employee on the payroll system and for the purpose of obtaining all required documents on file for company records.
- 4.6 In order for an employee to be paid on the appropriate payday, all required forms must be submitted prior to the deadline for the appropriate payroll cycle.
- 4.7 Offer letter signed by the new employee acknowledging acceptance of the position:
 - 4.7.1 Acknowledgement of receipt of the Oath of confidentiality.
 - 4.7.2 Income tax registration as tax payer.
 - 4.7.3 Nomination for Pension.
 - 4.7.4 Application for employment and Health questionnaires.
 - 4.7.5 Medical Aid membership application.
 - 4.7.6 Application for registration as an employee (Social Security).
 - 4.7.7 Application for subsidy/Rental allowance.
 - 4.7.8 Application for banking particulars.
 - 4.7.9 Certified copy of ID/Passport.
 - 4.7.10 Certified copies of all educational qualification.

CHAPTER 3: SHORT COURSES, CONFERENCES, SEMINARS, WORKSHOPS & SYMPOSIUMS

1. SHORT COURSES

- 1.1 **“Short Courses”** refer to competency-based training courses and / or studies undertaken by staff members, of which the duration can be one (1) day, but does not exceed twenty four (24) weeks. The total cost of the course and / or study is paid by Telecom Namibia; this includes course fees, registration fees, course materials, travel and accommodation expenses as well as any allowances which may be applicable throughout the duration of such courses / studies.
- 1.2 Short courses focuses on addressing performance deficiency by closing the gap / difference between required competencies for the job and observed performance on the job through competencies development. Short courses primarily aim therefore at equipping employees with required key skills, knowledge and attributes, that will enable them to successfully and competently carry out the functions applicable for their job. It also involves keeping employees up to date with the latest technology in their functional areas to enable them to become high performers and better decision-makers.
- 1.3 These courses may be presented internally at Telecom Namibia by an external consultant, it may be an open public course in Namibia, and/or it may be presented abroad or online.
- 1.4 Line Managers have the primary responsibility to nominate employees for short courses. Notwithstanding the above, attendance of short courses may also be at the request of the employee, in which case the need, relevance and quality of the intervention should be confirmed by the supervisor. If needed, the assistance of the Training Centre may be sought in this regard. The selection of a particular training or development course is therefore a joint responsibility of the incumbent and his supervisor.
- 1.5 Due to the scarcity of skills, qualifications and experience in the Namibian employment market, all employees who participate in a short course (whether on their own initiative or on the recommendation of the Company), of which the total cost is in excess of N\$ 20 000.00 will be required to sign a contractual undertaking, committing themselves to continued employment within Telecom Namibia for the relevant period.
- 1.6 The contractual undertaking is a relatively standard employment practice. It is not meant to restrict an employee's right to choose who they want to work for. The emphasis is on skills retention to optimize the return on the company's investment in any employee. Staff members who refuse to sign such an undertaking will forfeit the opportunity of attending the training and should accept responsibility of the implications of this decision.
- 1.7 The minimum amount that will qualify an employee to be bound contractually is N\$ 20 000.00 (Twenty Thousand Namibian Dollars).
- 1.8 An employee shall remain in the employment of Telecom Namibia for a period of 1 (one) year for the total costs incurred by Telecom Namibia that exceeds N\$20,000.00 (twenty thousand Namibia dollar) but is less than N\$21,999.99 (twenty one thousand nine

hundred and ninety nine and ninety nine cents), as a minimum period. In addition to the foregoing, the employee will be bound by 1 (one) month in addition to every N\$ 2000.00 spent above the initial N\$ 20 000.

- 1.9 The maximum contractual binding will be 3 (three) year per course attended. The date of contractual binding will commence from the date following the last course or relevant course.
- 1.10 Should an employee decide to leave the Company, prior to the contractually agreed period having lapsed, he/she will be obliged to repay the cost incurred for attending training on a pro rata basis and payment is immediately due on the employee's last working day. In the event that the employee cannot settle the full amount indebted, the employee can make arrangements with the company on how he/she will repay the amount.

2. CONFERENCES, SEMINARS, WORKSHOPS AND SYMPOSIUMS

- 2.1 Telecom Namibia acknowledges that employees, especially professional and managerial staff may require appropriate development in structured programmes to support their career progression as well as to build the Company's capacity to change in response to technological, managerial and commercial developments or policy changes.
- 2.2 Telecom Namibia shall therefore assist employees to attend conferences, seminars, workshops and symposiums that are work related and of a general nature which might be targeted at developing core competencies considered critical for advancing the overall TN values and / or strategic objectives.
- 2.3 Attendance of the above events may only be on the recommendation of the line manager.
- 2.4 Conferences, Seminars, Workshops and Symposiums may be presented internally at Telecom Namibia by an external consultant, it may be an open public course in Namibia, and / or it may be presented abroad.
- 2.5 There shall be no contractual obligation for employees who attend conferences, seminars, workshops and symposiums in line with their line of duty.

3. APPLICATION PROCEDURES FOR BOTH SHORT COURSES AND CONFERENCES, SEMINARS, WORKSHOPS AND SYMPOSIUMS

- 3.1 All requests to attend short courses must be accompanied by the employee's Individual Development Plan (IDP) to ensure that requested interventions are in line with the developmental needs of the employee and will add value to the company.
- 3.2 Courses that will enhance employee's job performance, but that are not directly driven by the employee's development needs as indicated in the IDP; should be supported by a sound motivation by the supervisor, clearly indicating how the intervention will improve the employee's and the Company's performance.

- 3.3 No request for training and / or development interventions will be approved if it cannot be demonstrated that the intervention will help address the employee's developmental needs and enhance the Company's overall performance.
- 3.4 All requests for attendance of training and / or development courses shall be recommended by Line Managers and verified by the Senior Manager: Training & Development to ensure that it is the most appropriate intervention based on the training and development needs identified. Thereafter, the Senior Manager: Training & Development will make a recommendation to the Chief Human Resources Officer (local based courses) and the Managing Director for all foreign based courses) for approval. During this evaluation process the Senior Manager: Training & Development may propose training alternatives that could be more cost effective or include more people at a cheaper rate.
- 3.5 Requests for training should be made in a Course Nomination Form and forwarded to the Training Centre well in advance to commencement of such an intervention.
- 3.6 Upon approval by the Chief HR Officer or Managing Director (whichever is applicable), the Training Centre shall make all necessary arrangements for the employee to attend the specified training. All course reservations are made by the Centre, while travel and accommodation arrangements are made by the employee themselves in line with the relevant policies.
- 3.7 In the event that a nominee cannot attend a particular course for valid reasons, such nominee should inform his/her supervisor who will in turn inform the Senior Manager: Training & Development at least one week prior to commencement of such event, about the employee's intention to withdraw from the training event. Shorter notice shall only apply in the event of unforeseen circumstances such as illness, death, unplanned leave and the like.
- 3.8 In the event that an employee has been nominated to attend a short course and such employee does not attend the event for unforeseen reasons the cost for such training will be imposed on the respective employee's cost centre.
- 3.9 Employees attending training are expected to achieve an 80% pass mark for internal arranged courses, while an employee will be required to achieve the minimum pass mark as prescribed by external vendors. Employees meeting the minimum pass mark will be issued with a certificate of achievement.
- 3.10 The employee has an obligation and undertakes to obtain the best results on the identified training course attended. If the staff member does not successfully complete the course or attain the required pass mark for external courses, he / she may apply to re-do the training at his / her own time and cost. In instances where the employee has not successfully completed a course internally conducted or having obtained the required pass mark such employee may apply to re-do such training with approval from the relevant Line Manager. The Company is not obliged to facilitate re-attendance in any manner and a decision in this regard should be agreed with the relevant Line Manager.

CHAPTER 4: LEADERSHIP AND MANAGEMENT DEVELOPMENT

1. PURPOSE

- 1.1 Telecom Namibia offers Management and Leadership Development programmes to employees occupying supervisory roles to develop their management and leadership capabilities. The programmes vary to cater for the diverse needs of the different supervisory and managerial employees.

2. MANAGEMENT AND LEADERSHIP DEVELOPMENT PROGRAMMES

- 2.1 The following development programmes shall be offered:
- a) C-Band: Supervisory Development Programme (JMP)
 - b) D-Lower: Management Development Programme (MDP)
 - c) D-Upper: Senior Management Programme (SMP)
 - d) E-Band: Executive Development Programme (EDP)
- 2.2 The above programmes will only be attended by employees appointed in the above designated grading positions. Only in exceptional cases such as employees targeted for succession appointment, will such employee attend a programme outside his/her designated grading.
- 2.3 Criteria for attending Management and Leadership Development programmes**
- a) The employee must meet the minimum entry requirements of the course determined by the institution.
 - b) The employee must be in a supervisory or managerial position.
 - c) Equitable representation within Business Units and regions
 - d) Employees within the affirmative action criteria.
 - e) Years of service with the company.
 - f) Recommendations from line management.

CHAPTER 5: FINANCIAL STUDY ASSISTANCE

1. EMPLOYEES STUDY ASSISTANCE SCHEME

1.1 Preamble

- 1.1.1 In pursuit of enhancing employees skills and competencies the Study Assistance Scheme aims at financially assisting Telecom Namibia employees who wish to obtain a formal school or post-school qualification or certificate through distance, part-time or full-time studies in fields directly related to the operations of the company. The assistance is also extended to those wishing to complete secondary education.
- 1.1.2 The academic fields in which Telecom Namibia support students will be recommended by the various Chiefs and heads of Divisions and approved by the Chief Human Resources Officer on an annual basis.
- 1.1.3 The Bursary Office will avail a list of approved courses of study on an annual basis, which shall be reflective of the strategic human resources needs of the various divisions / business units, the various careers in Telecom Namibia.
- 1.1.4 In all instances granting of financial assistance will depend on the company's affordability.
- 1.1.5 Any qualification obtained does not automatically mean that the employee will be promoted, transferred and/or be considered for a salary increase.

1.2 Qualifying Criteria for Study Assistance

- 1.2.1 As a minimum requirement, study assistance extended to employees shall only be granted subject to the employee's proposed study course/ programme being verified and confirmed as relevant to the operations of Telecom Namibia as well as complementing and enhancing the employee's job performance.
- 1.2.2 Prior to commencement of studies (full -time or part -time), employees should have been employed on a permanent basis with Telecom Namibia for an uninterrupted period of not less than 2 years.
- 1.2.3 The employee/candidate should meet all basic entry requirements set by the institution offering the study programme. Ideally the application should be accompanied by a letter of admission from the chosen institution. The employee's chosen study programme should also fall within the list of approved courses.
- 1.2.4 The institution where the employee is to study should be approved by the company and should be accredited with the Ministry of Education, if it is based in Namibia. Preference will be given to universities and colleges which are held in high regard internationally.
- 1.2.5 At least two-third of Telecom Namibia's financial assistance will be restricted to studies in Namibia. The exception is where a specific course is not offered locally.

- 1.2.6 To avoid a negative operational impact on the company, Telecom Namibia will on an annual basis grant a maximum of two opportunities to employees to study on a full-time basis. Full-time study will be granted on a competitive basis and should be in line with the company training needs. Only exceptional courses i.e. engineering and IT will be considered for full-time studies and those courses that cannot be done through distance learning. Past performance records shall be used to decide on candidates for full-time studies.

1.3 Application Procedure

- 1.3.1 On an annual basis prior to budget finalisation, the Training & Development department will request Top Management to indicate the human resources and skills requirements for their respective Business Unit/ Division. Based on the information received, the Training & Development department will make budgetary provision, allocating number of bursaries or an amount for study assistance to the Business Unit / Division.
- 1.3.2 The Training & Development department will then invite applications within the company to apply for study assistance. A definite closing date will apply and no late applications will be considered.
- 1.3.3 Interested candidates complete and submit the standard application for study assistance to the HR Business Partner assigned to their respective Divisions, who shall submit all application forms plus supporting documents to the Divisional / Business Unit Management team. All Divisional applications for study assistance shall be reviewed for a recommendation by the Divisional Management team to the Chief Human Resources Officer for approval. The Divisional Shop-steward may be invited to attend the Divisional Management meeting that review and considers the applications.
- 1.3.4 The application must be accompanied by the following details/documents:
- a) Qualifications and experience which the employee already has.
 - b) Motivation as to how the intended studies will benefit the Division/Business Unit and Telecom Namibia and what will be accomplished by allowing the employee to obtain the relevant qualification.
 - c) Copies of the applicant's Performance Management reports of the past two years.
 - d) Where full-time study application is being considered, a motivation by the Divisional Management team via the Line Manager as to why the employee should attend full-time studies and no other modes of learning.
- 1.3.5 Upon approval, all applicants are advised in writing of the outcome of the process. Successful applicants are required to enter into a separate contractual agreement with the company, which stipulate the service agreement, responsibilities and obligations of the company and the employee.
- 1.3.6 All applications recommended for full-time studies by the Divisional management team shall be subjected to an interview process coordinated by the Bursary Officer in order to select the successful candidate for full-time studies before being submitted to the Chief HR Officer for approval.

1.4 Value of Study Assistance and related benefits

- 1.4.1 Study Assistance shall be provided in the form of an interest free loan to employees.
- 1.4.2 Employees taking a study loan should repay such loan in equal monthly installments within a maximum period of 24 months.
- 1.4.3 Employees will only be refunded once studies are successfully completed and the qualification awarded and the loan has been fully repaid, in which case the employee will be bound to the company.
- 1.4.4 In the event that the employee resigns from the services of Telecom Namibia prior to completing such studies, the full indebted amount shall be recovered from such an employee.
- 1.4.5 The value of the assistance, substantiated by the relevant documentation, shall be limited to covering the following costs towards the studies:
 - a) Registration, tuition and examination fees (payable directly to the institution on presentation of an invoice).
 - b) Prescribed books (payable directly to the supplier against an approved quotation and invoice).
 - c) Study permits expenses for students studying outside Namibia (payable directly to the High Commission/ Embassy against an approved quotation or invoice).
 - d) Traveling costs limited to an equivalent amount of a mainliner (payable directly to the employee against a quotation or invoice).
 - e) Accommodation charges, where applicable based on daily dormitory/hostel rates of the selected institution (payable directly to the Institution against an approved quotation or invoice). Students will have to reside in institutions' hostels. Only in exceptional cases will students be allowed to rent accommodation outside institutions.
 - f) Meal fees as prescribed by the selected institution (payable directly to the Institution against an approved quotation or invoice and only applicable to full-time study assistance).
 - g) No refunds for meals will be credited to students.
- 1.4.6 The study assistance payment shall be paid out upon submission of proof of applicable costs. All study-related quotations and invoices must therefore be submitted to the Bursary Office, which will recommend payment to be made by the Finance and Administration Division.
- 1.4.8 For part-time study assistance, paid study leave may be obtained up to a maximum of 2 days per examination. If the examinations are in sequence, the same principle will be applicable (one day before and one day during exam date). If more days are needed for preparations, the student should take vacation leave. Candidates will be required to take vacation leave for repetition and supplementary examinations.
- 1.4.9 Employees partaking in the part-time study assistance scheme who are required to attend compulsory study schools or short residential programme will qualify for study leave limited to a maximum of two weeks per annum on a 100% basis. In cases where the study programme exceeds two weeks additional study leave shall be granted on a

50/50 basis with annual leave for the time exceeding the two weeks (i.e. one-day study leave and one day annual leave). In all instances proof of required attendance (relevant study sessions/schedule) must be attached to the leave application form.

- 1.4.10 Employees attending any course under this study assistance scheme shall not qualify for subsistence and travel (S&T) allowance.

1.5 Requirements for the Continuation of the Study Assistance Scheme

- 1.5.1 An employee's participation in this scheme will be reviewed every semester and/or annually by the Bursary Office and a recommendation will be made to the Chief HR Officer.
- 1.5.2 Therefore employees are required to submit their progress reports (i.e. academic results) for the current year, semester or course to the Bursary Office after the completion of each year, semester or each course in order for the payment for the ensuing academic year, semester or course to be considered. Continued financial support will depend on timeous submission of these results.
- 1.5.3 Study assistance shall only be granted once per approved subject. No costs incurred, as a result of repetition or failing of subjects will be financed under the scheme.
- 1.5.4 An employee who fails an academic year, a semester or an individual course/subject shall repeat such year/semester/course/subject at his/her own expense within a specified period of time, maximum 12 months. The study assistance will also be terminated in cases where the employee fails the whole academic year and shall reapply to have the study assistance reinstated for the next academic year on the strength of a successful repeat. The reinstatement of the study assistance shall be at the sole discretion of the company depending amongst others on the successful completion of the repeated course(s) in question.

1.6 Employees' Obligations

- 1.6.1 An employee who receives a study assistance loan from Telecom Namibia shall enter into a contractual agreement with the company, whereby he/she will be required to remain in the company's employ for a minimum number of years equivalent to the number of years in which he/she received the study financial assistance. An employee will have the choice of not being contractually bound to remain in TN's employ provided he/she does not claim reimbursement/refunds for the study loan deducted from their salary.
- 1.6.2 Upon successful completion of the study programme, the costs incurred by Telecom Namibia in financing the employee's studies will be written off, provided that the employee has duly honoured the contractual agreement with the Company. The minimum number of years that an employee is required to work back study assistance shall be equivalent to the years financially assisted.
- 1.6.3 Should an employee discontinue his/her studies for whatever reason or leave the employ of Telecom Namibia for whatever reason prior to successful completion of the programme and/or serving the company for the required period, the amount of their

indebtedness to the company (i.e. amount paid for registration, tuition, examination, prescribed books, stationery allowance, traveling, accommodation etc.) plus interest shall immediately become due and payable to the company on a prorata basis, and shall be deducted from their salary or any final moneys owed to them, failing which legal action may be instituted by the company.

1.7 Additional Conditions Applicable to Full-time Study Assistance

- 1.7.1 It is only in exceptional cases, e.g. where an undergraduate course cannot be completed through distance learning mode, part-time mode or in instances where a specific course is only offered on a full-time basis that an employee may be considered for full-time studies.
- 1.7.2 Full-time study assistance shall be kept to a minimum due to the disruptive impact it has on the operations of the company. Therefore on any given financial year fulltime study assistance shall be limited to no more than two bursaries. The duration of full-time studies should not exceed 2 years. The maximum number of years permitted for full-time studies shall therefore be 2 years.
- 1.7.3 Employees studying full-time shall be paid the following based on their individual package:
 - a) 80% of their basic salaries, housing allowance, vehicle/transport allowance and cell phone benefit (where applicable) or 80% of the employee's total package for those on total cost to company remuneration approach.
 - b) Pension fund and medical aid benefits will be directly linked to the salary and will be adjusted accordingly.
- 1.7.4 Employees studying full-time are not entitled to annual leave but should take leave based on that of the selected institution.
- 1.7.5 Should the employee wish to return to work during the holidays, such an arrangement must be made with the relevant Business Unit or Corporate Division, in which case the employee's salary rate shall be fully payable based on the number of days actually worked.
- 1.7.6 Employees studying full-time are not to be subjected to performance appraisals for the duration of their studies and will receive the actual increase granted by the Board in any given year.

1.8 Further study assistance

- 1.8.1 An employee, who has already received financial assistance in terms of this policy, should first complete his/her years of service obligations in terms of this policy before such an employee can be granted further financial assistance.

2. EXTERNAL BURSARIES

2.1 Rationale & Application Procedure

- 2.1.1 The External Bursary Scheme aims at financially assisting deserving Namibian learners especially those from disadvantaged backgrounds to further their studies at Institutions of Higher Learning on a full-time basis as part of the company's overall social responsibility initiative.
- 2.1.2 On an annual basis the Training & Development department will request Top Management to indicate the human resources and skills requirements for their respective Business Unit/Division. Based on the information received, the financial status of the company as well as taking cognisance of national skills development requirements, the Training & Development department will make budgetary provision for external bursaries.
- 2.1.3 The Training and Development department will then invite applicants through an advertisement in the national media to apply for study assistance. A definite closing date will apply and no late applications will be considered.
- 2.1.4 Interested candidates submit a bursary application letter to the Senior Manager: Training & Development, who will draw up a shortlist based on applicants' actual examination results and fields of interests.
- 2.1.5 A selection panel comprising of approximately five members and one union representative will interview the short listed candidates and recommend candidate to the Chief Human Resources Officer for approval.
- 2.1.6 The financial assistance is granted in the fields of study approved by the Chief Human Resources Officer as recommended by the various Chiefs and Heads of Divisions. The approved fields of study should aim at addressing Telecom Namibia's human resource requirements and complementing national skills development efforts.
- 2.1.7 Upon approval, all applicants are advised in writing of the outcome of the process. Successful applicants are required to enter into an agreement with the company, which stipulate the responsibilities and obligations of the company and the employee.

2.2 Value of Study Assistance and Related Benefits

- 2.2.1 The value of the assistance, substantiated by the relevant documentation, shall be limited to covering the following costs towards the studies:
 - a) Registration, tuition and examination fees (payable directly to the institution on presentation of an invoice.
 - b) Prescribed books (payable directly to the supplier against an approved quotation and invoice).
 - c) Study permits expenses for students studying outside Namibia (payable directly to the High Commission/ Embassy against an approved quotation or invoice).

- d) Traveling costs limited to an equivalent amount of a mainliner (payable directly to the employee against a quotation or invoice).
- e) Accommodation charges, where applicable based on daily dormitory/hostel rates of the selected institution (payable directly to the Institution against an approved quotation or invoice). Students will have to reside in institutions' hostels. Only in exceptional cases will students be allowed to rent accommodation outside institutions.
- f) Meal fees as prescribed by the selected institution (payable directly to the Institution against an approved quotation or invoice and only applicable to full-time study assistance).
- g) No refunds for meals will be credited to students.

2.2.2 The study assistance payment shall be paid out upon submission of proof of applicable costs. All study-related quotations and invoices must therefore be submitted to the Bursary Office, which will recommend payment to be made by the Finance and Administration Division.

2.2.4 The external applicants will not receive a salary, but a monthly allowance determined by the Chief HR officer, to cater for out of the pocket expenses.

2.3 Requirements for the Continuation of the External Bursary

2.3.1 A student's participation in this scheme will be reviewed every semester and/or annually by the Bursary Office and a recommendation will be made to the Chief Human Resources Officer.

2.3.2 Therefore students are required to submit their progress reports (i.e. academic results) for the current year, semester or course to the Bursary Office after the completion of each year, semester or each course in order for the payment for the ensuing academic year, semester or course to be considered. Continued financial support will depend on timeous submission of these results.

2.3.3 Study assistance shall only be granted once per approved subject. No costs incurred, as a result of repetition or failing of subjects will be financed under the scheme.

2.3.4 An student who fails an academic year, a semester or an individual course/subject shall repeat such year/semester/course/subject at his/her own expense within a specified period of time, maximum 12 months. The study assistance will also be terminated in cases where the employee fails the whole academic year and shall reapply to have the study assistance reinstated for the next academic year on the strength of a successful repeat. The reinstatement of the study assistance shall be at the sole discretion of the company depending amongst others on the successful completion of the repeated course(s) in question.

2.4 Students' Obligations

2.4.1 Telecom Namibia allocates bursaries on conditions that such student will be obliged to take up employment within Telecom Namibia or where Telecom Namibia fail to employ the student, he/she should take up employment in Namibia, for the equivalent number of years financially assisted.

- 2.4.2 Therefore on successful completion of the complete study programme, students shall be offered employment opportunities within the company and will be required to serve the company for a period equivalent to the duration of the period sponsored after which the student will be released from this obligation. However, if the Company cannot accommodate the student within 3 months after completion of studies, and obtaining the qualification, the student will be relieved from his/her obligation, and can find alternative employment in Namibia.
- 2.4.3 In the event that the student does not take up employment in Namibia, the student will be responsible for the repayment of the bursary. The Bursary Officer will be responsible for liaison with the student to obtain written confirmation that he/she is fulfilling his/her obligation.
- 2.4.4 Should a student discontinue his/her studies for whatever reason or leave the employ of Telecom Namibia for whatever reason prior to successful completion of the programme and/or serving the company for the required period, the amount of their indebtedness to the company (i.e. amount paid for registration, tuition, examination, prescribed books, stationery allowance, traveling, accommodation etc.) plus interest shall immediately become due and payable to the company on a prorata basis, and shall be deducted from their salary or any final moneys owed to them, failing which legal action may be instituted by the company.

3. PROVISIONS APPLICABLE TO BOTH THE EMPLOYEE STUDY ASSISTANCE AND EXTERNAL BURSARY SCHEMES

3.1 Death of Employee/Student

- 3.1.1 If the employee/ student dies before completion of his/her course or before the obliged period of service has expired, the amount indebted will be written-off.

3.2 Change of study Programme

- 3.2.1 In the event that the employee/ student decides to change his/her course of studies, the employee should submit a motivation in this regard to his/her General Manager while the student should submit to the Senior Manager Training & Development for a recommendation to the Chief Human Resources Officer who will consider the student's decision on merit of the motivation and makes a final decision.

3.3 Change of Institution

- 3.3.1 Where the employee / student changes from the institution at which he/she was enrolled, financial assistance will continue subject to the following:
- a) his/her studies are in the same field for which the bursary was allocated;
 - b) his/her studies will be completed in the original period of study;
 - c) the course will not cost more than at the current institution.

3.4 Change of Subject

- 3.4.1 Where an employee/student changes subjects and has not failed any part of his/her course for which educational assistance has been granted, the student is required to submit a written application requesting authorisation for such changes as well as written confirmation from the institution's head of department for consideration by the Chief HR Officer.
- 3.4.2 The Chief HR Officer will have due regard for whether the change in subject is due to a change in the educational Institution's policy, the student's choice or negligence and will consider each application on merit.

3.5 Taking over bursary obligations of new employees

- 3.5.1 When Telecom Namibia employs an individual who has an existing bursary obligation with their previous employer, the expense will be treated as an employment expense and will be handled in accordance with the Recruitment and Selection policy. This would specifically include contractually binding the individual for a period equivalent to the binding period of the previous employer.
- 3.5.2 Expenses for taking over obligation will be paid from the Training Centre budget.

3.6 Employees while on suspension

- 3.6.1 When an employee has received financial assistance and such an employee is suspended for whatever reason, such employee will continue to benefit from the financial scheme until such time that a decision has been taken on the future of the employee with the company.

3.7 Budgeting

- 3.7.1 Each Business Unit/Division shall be responsible for developing a training budget for their respective employees. The budget shall be centrally consolidated in to one budget by Corporate Human Resources.

CHAPTER 6: EXPERIENTIAL / JOB ATTACHMENT

1. RATIONALE & RECRUITMENT

- 1.1 Depended on the availability of financial resources, Telecom Namibia shall on an annual basis recruit students from tertiary institutions with the purpose of providing them with an opportunity for experiential learning in the company.
- 1.2 The number of candidates to be recruited on any given year shall be depended on the budget as well as the needs of the various Business Units/ Divisions.

2. DURATION OF ATTACHMENT

- 2.1 Students will be attached in the company for the duration period as specified by the respective educational institution.

3. REMUNERATION DURING INTERNSHIP

- 3.1 Candidates doing internship in Telecom Namibia will receive a monthly living allowance, which will be determined by the Human Resources & Strategic Training Division.

4. PARTICIPATION IN UNION ACTIVITIES

- 4.1 During the internship period students shall not participate in union activities.

5. ATTACHMENT PROCEDURES

- 5.1 The training department will be responsible to make budgetary provision for internship in Telecom Namibia.
- 5.2 Attachment placements will be considered on an needs basis.
- 5.3 Business Units / Divisions will be approached at the beginning of each year to accommodate students for placement purposes.
- 5.4 At the end of each academic year say during the months of September/October the the company will advertise in local media, to invite applications from students requiring attachment opportunities.
- 5.5 All attachment request/applications should be directed to the Senior Manager: Training and Development for consideration and recommendation to the Chief Human Resources Officer for approval.
- 5.6 No students will be attached in any Business Unit/Division without prior approval of the Chief Human Resources Officer.
- 5.7 Attaching trainees in the business will be a once-off exercise to be done preferably at the beginning of each year during the month of February/March.

CHAPTER 7: APPRENTICESHIP SCHEME

1. ANNUAL INTAKES

- 1.1 In order to ensure a sustainable pool of Telecom Electricians in the company, Telecom Namibia may on an annual basis enroll Grade 12 school leavers for the Apprenticeship programme.
- 1.2 While the apprenticeship scheme is being re-introduced, the company reserves the right to recruit external candidates at any given point in time.

2. INTAKE CRITERIA

- 2.1 To qualify for appointment as Trainee Telecom Electrician, employees/applicants should:
 - 2.1.1 Have obtained a Grade 12 Senior Certificate IGCSE with a pass in Mathematics, Science and English or equivalent. The candidate must have obtained a minimum of 20 points in his/her final year examination in the six (6) subjects.
 - 2.1.2 Have extensive technical working experience (minimum 5 years) as Workhands or Technical Assistants. In this regard, employees must be recommended as suitable for training by their relevant Line Manager.

3. AGREEMENTS

- 3.1 It is a requirement for each Trainee to enter into a contractual agreement with the company prior to attending any course. The agreement must be completed in duplicate and one copy given to the trainee.
- 3.2 If the trainee fails a course and wishes to repeat the training programme the incumbent must do it on his/her own time and costs.
- 3.3 However, in cases where the Trainee is overall struggling with the overall Training programme, the company reserves the right to terminate the training agreement. In such instances where an employee's contract is terminated s/he shall revert to his position or an equivalent position.
- 3.4 On successful completion of the Training programme the trainee shall obtain a certificate of competence issued by the relevant authority in accordance with the provisions of the Vocational Education and Training Act (Act. No. 18 of 2009).

4. CONDITIONS OF EMPLOYMENT

- 4.1 With the exception of items specified herein, all Trainee Telecom Electricians will qualify for all other service conditions as follows:

1st year- A- Band salary and benefits

4.1.2	2nd year-	B-Lower salary and benefits
4.1.3	3rd year-	B-Upper salary and benefits

- 4.2 In cases where the Trainee is already earning a salary and benefits that is already higher than the one applicable to his/her level of training, such an employee will be allowed to retain his/her package as is for the duration of the entire programme.
- 4.3 Trainees shall also benefit from any general increases awarded to the grade pegged to their training level.
- 4.4 Trainees will remain entitled to their annual leave but shall not be granted any annual leave for any period during which they are required to attend an intensive course except in highly exceptional emergency cases. Applications for leave must be circulated through the Training & Development department in order to check whether this requirement has been met.
- 4.5 No overtime will be paid to trainees during the training period. However, if a Business Unit/ Division wishes to utilize the services of the trainees, it will be the responsibility of that Business Unit /Division to pay for the overtime.
- 4.6 Trainees will not be subjected to Performance Appraisals and will thus not qualify for a performance bonus

5. TRAINING PROGRAMME

- 5.1 The Trainee is required to attend intensive courses and in-service skills unit courses as prescribed by the Training & Development.
- 5.2 The Trainee is also required to attend field training in accordance with prescribed requirements for the particular course followed.
- 5.3 The Training aims at qualifying trainees in two streams namely, Copper Cable Jointing and Fibre Splicing, or Customer Premises Equipment (CPE) Urban and Rural. . A curriculum for each of this stream has been developed and is available at the Training Centre. The company reserves the right to change the curriculum from time to time to suit changing requirements.
- 5.4 The duration of training of each of the above streams shall be determined by the course curriculum

CHAPTER 8: (ENGINEERING AND IP/IT) TECHNICIAN DEVELOPMENT

1. RECRUITMENT

- 1.1 In order to ensure that Telecom Namibia has the right mix of skills available at all times, the company shall on an annual basis recruit candidates to be trained towards certification as Engineering /IP Technician
- 1.2 Furthermore, in recognition of national skills development efforts, Telecom Namibia may recruit grade 12 school leavers and provide them with a bursary to undergo an Engineering / IP/IT diploma course at any institution of higher learning, and support such a student to IP certified engineers or to obtain registration status with the ECN as an Engineering-Technician.
- 1.3 The number of candidates to be recruited on any given year shall be depended on the budget, the needs of the various Business Units/Divisions as well as the number of trainees already partaking in the programme. The Chief Human Resources Officer shall on an annual basis decide on the number of the intake for any given year.

2. QUALIFYING CRITERIA

- 2.1 In recruiting candidates, preference shall be given to TN bursary recipients as well as to candidates who have already successfully completed a formal Technikon /College qualification.
- 2.2 To be considered for inclusion into the ETIT / IP programme, candidates must therefore meet the following criteria:
 - 2.2.1 Candidate must have successfully completed a recognised 3-year Technikon/ University qualification in the Engineering field (preference Telecommunication, Electronics & IT).
 - 2.2.2 Candidate must have any other educational qualification recognised by the Engineering Council of Namibia to be eligible for registration with the Council as an Engineering Technician-in-Training as prescribed by the Engineering Profession Act, Act 18 of 1986.

3. CONDITIONS OF APPOINTMENT

3.1 Position & Supervision

- 3.1.1 The Engineering Technician-in-Training or ETiT or IP/IT Technician-in-Training shall be in no structural position of the operations of the company for the entire training programme. Each Trainee is therefore required to enter into a contractual agreement with the company for a period of 3 years, which is equivalent to the full duration of the training programme.
- 3.1.2 During this period all trainees shall report directly to the supervisor under whose custody they will be placed for the remainder period of their training.

- 3.1.3 Upon recruitment as an ETiT or IP/IT Technician-in-Training by Telecom Namibia, each candidate will be provided with a training programme relevant to the applicable stream, which will outline the requirements for professional development of the candidate.
- 3.1.4 The onus is on the candidate to ensure that at the beginning of the period the milestones to be achieved are agreed upon with the line manager of the concerned division, department or section.
- 3.1.5 Proof of registration, as Engineering Technician-in-Training with the Namibian Engineering Council of Namibia must be submitted within six calendar months after date of appointment as Engineering Technician-in-Training.

3.2 Remuneration & Benefits

- 3.2.1 During the training phase at an institution of higher learning the candidate will be treated as a Telecom Bursary holder and will receive allowances in terms of the Telecom Namibia bursary scheme.
- 3.2.2 While at Telecom for experiential attachment, the student will be paid an allowance based on the remuneration scale applicable to experiential and attachment students.
- 3.2.3 During the first year of on-the-job training candidates in Telecom Namibia, candidates will be remunerated on the scale and benefits applicable to the C2 position. The salary of the ETiT / IP Technician-in-Training will be reviewed bi- annually based on achievement of milestones and on recommendations by the Evaluation Panel Committee to advance the candidate to the next level of training. The candidate shall get a five (5%) rise in remuneration after every review.
- 3.2.4 The remuneration and benefits applicable to the Trainee Telecom Technicians during both Phase 1 and Phase 2 of the training is summarised as follows:

TABLE 1: TRAINING PHASES

Phases	Levels	Activities	Remuneration
Phase 1 (PoN)	1 st Year	S1 & S2- Theory at Polytechnic of Namibia	Bursary Allowance
	2 nd Year	P1 & P2- Experiential attachment at TN	Remuneration based on student scales.
	3 rd Year	S3 & S4- Theory at Polytechnic of Namibia	Bursary Allowance
Phase 2 (TN)	4 th Year	1 st Year Graduate development in training	Contract appointment at C2 level.
	5 th Year	2 nd Year Graduate development in training	Contract continues at C2 level.
	6 th Year	3 rd year Graduate development in training	Permanent appointment at C3 level as Engineering Technician or IP Technician subject to vacancy availability

- 3.2.5 Should the company decide to award a general increase to in any given year to all other levels, the Trainee shall also be entitled to any such general increases applicable to their training level.
- 3.2.6 Performance Management: Considering that trainees will be required to be subjected to bi-annual evaluations to determine the candidate's developmental progress, such candidates will not be subjected to Performance appraisals during their entire training period and shall not qualify for participation in the Performance Bonus Scheme.

3.3 Job Description

- 3.3.1 The trainee shall not receive a job description during the development phase she/he will be guided by the training programme.

3.4 Consideration for other positions while on Training

- 3.4.1 Applications by a trainee for other positions within the company will not be considered during the training programme.
- 3.4.2 Since Telecom Namibia is striving to create a professional workforce especially in highly sought after and scarce areas, the completion of the training programme shall therefore be the number one priority for the trainee.

3.5 Appointment on Successful Completion of Programme

- 3.5.1 On successful completion of the first two years of Phase 2 of the Training programme, the trainee shall be certified as having fulfilled the internal Telecom Namibia requirements for appointment as a Telecom Technician. The Trainee shall henceforth qualify for appointment into the permanent establishment of Telecom Namibia in the capacity of Telecom Technician, subject to availability of vacancies.
- 3.5.2 Upon permanent appointment, no Trainee may be designated as Engineering Technician without obtaining full registration status with Engineering Council of Namibia. Therefore upon successful registration with the ECN, the Technician's designation will be changed from Telecom Technician to Engineering Technician and he/she shall qualify for a 4% salary adjustment

3.6 Participation in the ETIT or IP/IT Programme by existing employees

- 3.6.1 Existing Telecom Namibia employees who meet the registration requirements set by the ECN may apply for participation in the ETIT or IP/IP training scheme and shall compete on an equal basis with all other candidates for a place in the scheme. The line manager of such an employee should give consent for such an employee to join the scheme. On successful completion of the programme the employee will return to his normal position and only in the event that there is a vacancy will such an employee be considered for a promotional position.

3.7 Budget

- 3.7.1 The operational budget for the ETiT / IP trainee shall be administered by the Training and Development Department and shall have separate allocations on SAP. The annual operational budget shall be submitted as part of the Training budget of the HR Divisions' budget.

4. TRAINING PROGRAMME

4.1 Training Streams

- 4.1.1 The Trainee is required to undergo and attend intensive courses as well as complimentary in-service and field training in accordance with prescribed requirements/curriculum for the particular course followed as well as the ETiT or IP/IT Training Programme.
- 4.1.2 The ETiT or IP/IT Training Programme aims at qualifying trainees in fields as set out in the respective training programmes. For areas of specialization refer to respective training programmes.
- 4.1.3 A curriculum for the various training programmes has been developed and is available at the Training Centre, which is, however, subject to change from time to time to suit changing requirements

4.2 Training Duration

- 4.2.1 The training duration for the training programme shall be a maximum of two years for purposes of certification as Telecom / IP Technician
- 4.2.2 However, for purposes of registration with the Engineering Council of Namibia, the duration of the training programme shall at no time be shorter than the minimum period required to register as an Engineering Technician with the Engineering Council of Namibia.
- 4.2.3 The duration of the training programme shall therefore be in line with the requirements of the Engineering Council of Namibia, which are as follows:

TABLE 2: DURATION OF TRAINING

Qualification Category	Years of Experiential Training Needed before applying for full Registration.
National Technical Diploma (N6) (or equivalent)	5
National Diploma in Engineering (T3, S4) (or equivalent)	3
National Higher Diploma (T4) (or equivalent)	2

- 4.2.4 Previous work experience can be evaluated on merit, and be considered for shortening the training period if provided for in the Engineering Profession Act 18 of 1986. Experience must be in the field of telecommunications, electronic engineering or Information Technology whilst experience other than in these fields will not be considered.

3.3 Training Evaluation

- 4.3.1 While undergoing Phase 2 (i.e. practical on-the-job training), the trainee will be required to undergo training evaluations to determine the growth in competencies, skills and knowledge as well as experience acquired during a particular training period. During the evaluation session the trainee will be required to make a presentation on the projects the candidate was involved in during the past six months.
- 4.3.2 Non-growth shall result in no advancement for the given period to the next training level.

5. APPOINTMENT OF MENTORS

- 5.1 To ensure coherent development of the trainee, Telecom Namibia shall identify suitable mentors to provide professional guidance to the trainee during the training period. Telecom Namibia will compile a list of registered engineers/technicians who are willing to assist with the development of ETiTs.
- 5.2 The frequency of contact between the mentor and the trainee shall not be fixed, however, it is recommended that they at least meet twice in three months. The mentor should maintain an open door policy to foster a healthy relationship with the trainee.
- 5.3 Mentoring requires a mutual relationship between the mentor and the trainee and as such it will be the responsibility of the ETiT to select a mentor from the list that will be provided by the company. A mentor should be identified at least within three months after commencing with the training programme.

CHAPTER 9: PROFESSIONAL ENGINEER DEVELOPMENT

1. RECRUITMENT

- 1.1 In order to ensure that Telecom Namibia has the right mix of skills available at all times, the company shall on an annual basis recruit candidates to be trained to occupy Engineer positions as well as to assist towards certification as Professional or Incorporated Engineers
- 1.2 Furthermore, in recognition of national skills development efforts, Telecom Namibia may recruit grade 12 school leavers and provide them with a bursary to undergo an engineering / IT degree programme at any recognised institution of higher learning, and support such a student to obtain registration status with the ECN as a Professional or Incorporated Engineer.
- 1.3 The number of candidates to be recruited on any given year shall be depended on the budget, the needs of the various Business Units/Divisions as well as the number of trainees already partaking in the programme. The Chief Human Resources Officer shall on an annual basis decide on the number of the intake for any given year.

2. QUALIFYING CRITERIA

- 2.1 In recruiting candidates, preference shall be given to TN bursary recipients as well as to candidates who have already successfully completed a formal University Engineering qualification
- 2.2 To be considered for inclusion into the Engineer-in-Training (EiT) programme, candidates must therefore meet the following criteria:
 - 2.2.1 Candidate must have successfully completed a recognised 4-year Technikon or a 3-year University qualification in Engineering with (preference Telecommunication and Electronics)
 - 2.2.2 Candidate must have any other educational qualification recognised by the Engineering Council of Namibia to be eligible for registration with the Council as an Engineer-in-Training or Incorporated Engineer-in-Training as prescribed by the Engineering Profession Act, Act 18 of 1986.
 - 2.2.3 Preference to join the EiT scheme will be accorded to candidates who have obtained a minimum of a Bachelor of Science degree in electronic/ telecommunication engineering..
 - 2.2.4 Employees meeting the minimum entry requirements as set out above can also apply to participate in the EiT scheme. A maximum number of two employees will be allowed to join the EiT scheme on an annual basis.

3. CONDITIONS OF APPOINTMENT

3.1 Position & Supervision

- 3.1.1 The (EiT) shall be in no structural position of the operations of the company for the entire Engineer-in-Training programme. Each Trainee is therefore required to enter into a contractual agreement with the company for a period of 3 years, which is equivalent to the full duration of the training programme.
- 3.1.2 During this period all trainees shall be placed under the custody of a supervisor who shall supervise the candidate on a daily basis.
- 3.1.3 Upon recruitment as an EiT by Telecom Namibia, each candidate will be provided with an EiT training programme, which will outline the requirements for professional development of the EiT during the training period.
- 3.1.4 The onus is on the EiT to ensure that at the beginning of the period the milestones to be achieved are agreed upon with the line manager of the concerned division, department or section.
- 3.1.5 Proof of registration, as EiT with the Namibian Engineering Council of Namibia must be submitted within six calendar months after date of appointment as EiT.

3.2 Remuneration & Benefits

- 3.2.1 During the training phase at an institution of higher learning the candidate will be treated as a Telecom Bursary holder and will receive allowances in terms of the Telecom Namibia bursary scheme.
- 3.2.2 While at Telecom for experiential attachment, the student will be paid an allowance based on the remuneration scale applicable to experiential and attachment students
- 3.2.3 During the first year of on-the-job training in Telecom Namibia, candidates will be remunerated on the scale and benefits applicable to the C-Upper position. The salary of the EiT will be reviewed bi-annually based on achievement of milestones and on recommendations by the Evaluation Panel Committee to advance the EiT to the next level of training. The EiT shall get a ten percent (10%) increment on base pay or ten percent(10%) of 56% of Total Cost To Company for those on total cost to company remuneration approach after every review.
- 3.2.4 The remuneration and benefits applicable to the EITs during the training period is summarised as follows:

TABLE 3: TRAINING PHASES

Year	Activities	Grading & Remuneration	Title	Line Manager
1	<ul style="list-style-type: none"> 1st year EiT development/training. Appointment as EiT and induction to Telecom Namibia operations (rotational phase). 	Contract appointment at C-Upper level.	Engineer-in-Training or Incorporated Engineer-in-Training.	Senior Manager: Strategic Planning.
2	<ul style="list-style-type: none"> 2nd year EiT development/training. Projects: Technical competencies, skills and knowledge. 	Contract continues at D1 level.	Engineer-in-Training or Incorporated Engineer-in-Training.	Senior Manager: Project Implementation
3	<ul style="list-style-type: none"> 3rd year EiT development/training. Permanent appointment subject to availability of vacancies. Projects: Technical competencies, skills and knowledge. Apply for professional registration status (Pr. Eng or Inc. Eng.). End of formal development programme 	Contract or permanent appointment at D2 or D3 level subject to vacancy availability as well as actual Trainee's progress	Depended on vacancy available	Depending to the department such candidate has been assigned to.

3.2.5 Should the company decide to award a general increase to in any given year to all other levels, the EiT shall also be entitled to any such general increases applicable to their training level.

3.2.6 Performance Management: Considering that trainees will be required to be subjected to bi-annual evaluations to determine the candidate's developmental progress, such candidates will not be subjected to Performance appraisals during their entire training period and shall not qualify for participation in the Performance Bonus Scheme.

3.3 Job Description

3.3.1 The EiT shall not receive a job description during the programme as she/he will be guided by the training Programme.

3.3.2 Applications by EiT for other positions within the company will not be considered during the training programme.

3.3.3 Since Telecom Namibia is striving to create a professional workforce especially in highly sought after and scarce areas, the completion of the training programme shall therefore be the number one priority of the EiT.

3.4 Appointment on Successful Completion of Programme

- 3.4.1 On successful completion of the EiT training programme, the trainee shall be certified as having fulfilled the internal Telecom Namibia requirements for appointment as an Engineer. The Trainee shall henceforth qualify for appointment into the permanent establishment of Telecom Namibia in the capacity of Engineer or equivalent position in any Business Unit/ Division within Telecom Namibia, subject to availability of vacancies.
- 3.4.2 Upon permanent appointment, no Trainee may be designated as Professional or Incorporated Engineer without obtaining full registration status with Engineering Council of Namibia. Therefore after professional registration the candidate's designation will be changed from Engineer to Professional or Incorporated Engineer and he/she shall qualify for a 4% salary adjustment.

3.5 Participation in the EIT Programme by existing employees

- 3.5.1 Existing Telecom Namibia employees who meet the registration requirements set by the ECN may apply for participation in the EiT training scheme and shall compete on an equal basis with all other candidates for a place in the scheme. The line manager of such an employee should give consent for such an employee to join the scheme. However, before an employee is allowed to participate in the EiT scheme it shall first be established whether there is a vacant professional engineer position into which the employee could be appointed upon successful completion of the programme.
- 3.5.2 In instances where an existing employee's grade or remuneration is higher than the grade or remuneration applicable to the EiT, such an employee will be allowed to retain his current grade / remuneration until such time that his grade / remuneration is aligned to the grade / remuneration for EiTs. This means that while the employee's progress will be reviewed every 6 months, he/she shall not qualify for any remuneration adjustment until such time that his remuneration fits in with the applicable remuneration levels.

4. BUDGET

- 4.1 The operational budget for the EiT shall be administered by the Training and Development Department and shall have separate allocations on SAP. The annual operational budget shall be submitted as part of the Training budget of the HR Divisions' budget.

5. TRAINING PROGRAMME

5.1 Milestones & Registration with the Council

- 5.1.1 Upon recruitment as an EiT by Telecom Namibia, each candidate will be provided with an Engineers-in-Training programme, which will outline the requirements for professional development of the EiT during the training period.
- 5.1.2 The onus is on the EiT to ensure that at the beginning of the period the milestones to be achieved are agreed upon with the referee and the line manager of the concerned division, department or section.

- 5.1.3 Proof of registration, as Engineer-In-Training or Incorporated Engineer-in-Training with the Engineering Council of Namibia must be submitted within six calendar months after date of appointment as EiT.

5.2 Training courses

- 5.2.1 The Trainee is required to undergo and attend intensive courses as well as complimentary in-service and field training in accordance with prescribed requirements for the particular course followed as well as the EiT training Programme.
- 5.2.2 The EiT training Programme aims at qualifying EiTs in the Engineering fields.

5.3 Training Duration

- 5.3.1 The training duration for the training programme shall be a maximum of three years for purposes of internal certification as Engineer but also depended on each Trainee's actual progression through the programme
- 5.3.2 However, for purposes of registration with the Engineering Council of Namibia, the duration of the training programme shall at no time be shorter than the minimum period required to register as an Engineer-in-Training with the Engineering Council of Namibia.
- 5.3.3 The duration of the training programme shall therefore be in line with the requirements of the Engineering Council of Namibia
- 5.3.4 Previous work experience can be evaluated on merit, and be considered for shortening the training period if provided for in the Engineering Profession Act 18 of 1986. Experience must be in the field of telecommunications, electronic engineering or Information Technology whilst experience other than in these fields will not be considered.

5.4 Training Evaluation

- 5.4.1 While undergoing training, the Engineer-in-Training will be required to undergo training evaluations to determine the growth in competencies, skills and knowledge as well as experience acquired during a particular training period. During the evaluation session the EiT will be required to make a presentation on the projects the EiT was involved in during a given period.
- 5.4.2 Non-growth shall result in no advancement for the given period to the next training level.

6. APPOINTMENT OF MENTORS

- 6.1 To ensure coherent development of the EiT, Telecom Namibia shall identify suitable mentors to provide professional guidance to the EiT during the EiT development. Telecom Namibia will compile a list of registered engineers who are willing to assist with the development of EiTs.

- 6.2 The frequency of contact between the mentor and the EiT shall not be fixed, however, it is recommended that they at least meet twice in three months. The mentor should maintain an open door policy to foster a healthy relationship with the EiT.
- 6.3 Mentoring requires a mutual relationship between the mentor and the trainee and as such it will be the responsibility of the EiT to select a mentor from the list that will be provided by the company. A mentor should be identified at least within three months after commencing with the training programme

CHAPTER 10: SUBJECT MATTER EXPERTS

1. OBJECTIVE

- 1.1 To provide guidelines for the ad hoc engagement of suitably qualified and well experienced employees as Subject Matter Experts at the Telecom Namibia Training Centre for short assignments.
- 1.2 To engage Subject Matter Experts within the company at the Telecom Namibia Training Centre, and thus reduce labour cost on the part of the company. For the purposes of this policy an SME is defined as an employee having specialized skills and competencies in a given occupation or related technology.

2. PROCESS RECRUITMENT

- 2.1 The Senior Manager: Training and Development in consultation with Line Management will identify suitably qualified and experienced employees to be engaged at the Telecom Namibia Training Centre. The training department shall compile a list of Subject Matter Experts.
- 2.2 SMEs should preferably be working in the environment which is relevant to the course they are required to present.
- 2.3 Once an expert have been identified, the Senior Manager: Training and Development will forward a formal request to the respective line manager to second the identified Subject Matter Expert to the Telecom Namibia Training Centre for the period required. In this regard the Snr Manager: Training & Development must reach upfront agreement with Line Management with respect to the actual period the SME will be required for the year as well building of training performance measures into the SMEs performance contract.

3. RESPONSIBILITIES

3.1 Training & Development Department

- 3.1.1 Ensure that the Subject Matter Experts develop the necessary competencies to impart knowledge and skills to course participants.
- 3.1.2 Ensure that course outline and training materials are developed for all courses to be offered by SMEs. Development of course materials is the joint responsibility of the Training Department in close conjunction with the relevant SMEs. Once materials are developed the Centre maintains custodianship and custody of such materials.
- 3.1.3 Invite candidates for the respective training to be conducted by the Subject Matter Expert.
- 3.1.4 Set up the training venues and all other administrative logistics.

3.2 Business Units / Corporate Divisions

- 3.2.1 Release of the Subject Matter Expert for the period he/she may be required by the Telecom Namibia Training Centre.
- 3.2.2 Ensure back up for SMEs at place of work to ensure that there is continuity in the flow process and that the absence of the Subject Matter Expert does not negatively affect the operations and productivity of the relevant Business Unit.

3.3 Subject Matter Experts

- 3.3.1 Ensure that they serve the Telecom Namibia Training Centre with integrity and diligence at all time.
- 3.3.2 Preparation of Learning and Teaching materials.
- 3.3.3 Transfer of both theoretical knowledge and practical skills.
- 3.3.4 Administering of assessment/evaluation test to candidates on completion of training.
- 3.3.5 Prior to commencement of training events, it is the responsibility of the Subject Matter Expert to ensure that the training venue is in good order and all training materials are printed and ready for usage.
- 3.3.6 Before a Subject Matter Expert is remunerated such candidate shall forward to the Manager: Training Delivery records for approval and signing off:
 - Course material,
 - Course evaluation report,
 - Participant's assessment results.

No payment shall be effected in the absence of the above documentation presented and approved by the Manager: Training Delivery

4.SUBJECT MATTER INCENTIVE

- 4.1 Telecom Namibia will provide Subject Matter Experts with a monetary incentive in a form of SME allowance for the period that they are engaged at the Centre. The allowance shall be determined by the company from time to time. Prior to assuming the assignment the Subject Matter Expert will be informed of the amount he/she will receive on completion of the assignment.

CHAPTER 11: ANNEXURES, FORMS & DEFINITIONS

1. FORMS

1.1 In support of this policy the following forms are used:

NAME	NUMBER
1. Application form for attending a short course	
2. S & T Form	
3. Engineers-in-Training Programme	
4. Engineering Technician-in-Training Programme	
5. Application form for a bursary	
6. Application form for Financial Assistance	
7. Acknowledgement of Indebtedness Form	
8. Financial Assistance Agreement	
9. Short Course Agreement	

2. DEFINITIONS

- 2.1 **EIT: Engineer-in-Training:** means a graduate from an institution of higher learning or a Telecom Namibia employee participating in the Telecom Namibia EIT Development Programme
- 2.2 **ETiT:** Engineering Technician-in-Training means a graduate from an institution of higher learning or a Telecom Namibia employee participating in the Telecom Namibia ETiT Development Programme
- 2.3 **Dependent:** An employee's biological and legally adopted children.
- 2.4 **Employee:** Shall be defined as anyone who is in the permanent employ of Telecom Namibia.
- 2.5 **Loan:** An annual interest free loan to be awarded to the employees to cover the educational cost for one year in terms of the study financial assistance policy. This loan will be repaid by the employee on a monthly basis in equal installments within a specific academic year. The loan will be refunded on a pro-rata basis on successful completion of courses at end of the academic year.
- 2.6 **Proportional amount:** Not the full amount, but a portion thereof.