

SKILLS DEVELOPMENT PLAN

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A STRATEGY FOR HUMAN RESOURCE DEVELOPMENT.

A. VISION:

Skills for productive citizenship.

This national vision includes the following:

➤ **SKILLS.**

Skills development has to do with enabling and empowering of individuals through the acquisition of competencies that are in demand.

➤ **PRODUCTIVE CITIZENSHIP:**

Citizenship includes also the right to actively contribute to and participate in making decisions that affect investment and work. Skills development is part of capacity building so that they must engaged themselves in decisions that enhance their functioning. These decisions are about productivity, the organization of work and technology.

➤ **COLLECTIVE EFFORT:**

The national vision is inclusive. It is to create opportunities for both the employed and the unemployed, for new employees as well as for older ones, for women as well as men and for the people with disabilities who have been sidelined for too long because of their incapacities.

The vision for Endumeni Municipality uses some of the above elements and is underpinned by the following principles:

1. **Lifelong learning**

Life is dynamic and is constantly changing. It calls for constant adjustment to the demands encountered. These adjustments will be enhanced by continuously learning.

2. **The promotion of Equity**

In South Africa there is talk of the previously disadvantaged. This means some sections of the community are deliberately undermined and unexposed to opportunities. The Skills

Development Programme therefore addresses this inequity in society.

3. Demand -led:

The market arena demands that products be made available to satisfy the needs. Such products must be of good quality to satisfy the demands. So the emphasis in skills development will be on competencies required to support productivity, national competitiveness, self-employment and meeting community needs.

4. Flexibility and decentralization

The Government has set the framework for Skills Development and the monitoring mechanism for implementation. Public and private employers are best placed to make judgments on priorities and the most effective providers to meet national needs.

5. Partnership and co-operation:

The National Qualification framework encourages partnership relations for the provision of effective services and the production of goods to meet both local and national demands. Efficiency and effectiveness are the targets of such dynamic partnership relations.

B. MISSION.

Endumeni Municipality has adopted the mission statement as outlined by the National Skills Development Strategy.

"To equip South Africans with the skills to succeed in the global market and to offer opportunities to individuals and communities for self advancement to enable them to play a productive role to society"

This is truly the strategy to support economic and employment growth as well as social development. For Endumeni Municipality this strategy will help in economic development and poverty eradication, thus addressing the vision as outlined in the IDP.

1) OBJECTIVES

The Endumeni Municipality commits to the following objectives in relation to skills development:

a) **Develop a culture of high quality life-long learning.**

This objective will present individuals with opportunities for self-improvement at any stage of their lives. This objective includes attitude change towards looking at skills development as an investment rather than the cost.

b) **Encourage skills development in the formal economy for productivity and employment growth. The formal sector of the economy could grow by becoming more productive and competitive thus generating the new jobs. The skills base could attract new foreign and domestic investment in the country.**

c) **Stimulate and support skills development in small businesses and provide assistance to help them survive.**

d) **Promote skills development for employability and sustainable livelihoods through social development initiatives.**

Employers are on the search for workers who will help solve their problems. There is no problem solver whose skills are poor in the particular problem of concern. Therefore employability and social development demand high levels of skills development.

e) **Assist new entrants into employment.**

The business of education is the equipping of young people for the world of work. These entrants may be young and well informed with no developed skills. Coaching and mentorship for new entrants to the world of employment is a must. It is observed that "a high proportion of the unemployed are young and nearly half of all unemployed people have nine or more years of education. Not to build on this foundation is wasteful in human and economic terms" The National Skills Development Strategy.

2. Possible Training Programmes

All the sections in their separate sessions identified training programmes they believed would enhance the development of the workers. The following programmes were deemed necessary for the enhancement of professional development of all their workers:

✓ TECHNICAL SECTION

- Literacy – ABET – English and Zulu
- Public Relations Skills
- Communication
- Labour Relations
- Health and Safety
- Leadership Skills
- Supervisory Skills
- Plant Operator Training
- Plumbing
- Road Building
- Waste Water Management
- Bricklaying Skills
- Geographic Information Skills (Computing)
- Electrical Training
- Project Management
- Local Government Legislation
- Developmental Appraisal System (DAS)

✓ THE CORPORATE SECTION

In considering the Technical input, the corporate section added the following training programmes:

- Stress Management
- Report Writing and Minutes
- Records Management – Archives
- Human Resource Management/Personnel Management
- Discipline in the workplace
- Administrative Skills
- Aids awareness in the workplace
- Marketing
- SABS II Testing Station (Traffic)
- Business License
- Land Restitution, Resettlement
- IDP Business Management – Entrepreneurship

- Interdepartmental Relations - Diversity Management
- Legal Procedures
- Balancing work and family
- Receptionist skills
- Sport Management
- IT Management
- Microsoft Certified Training
- Budgeting/Financial Management

✓ FINANCE

- ❖ Munsoft
- ❖ Gamma
- ❖ Phasing Out of Subsidy
- ❖ PC Training:
 1. Excel
 2. e-mail
- ❖ Switchboard Training
- ❖ Public Relations
- ❖ Customer Care
- ❖ Basic Bookkeeping
- ❖ Debt Collection
- ❖ Windows 2000

3. Estimated Annual Programme Costs

SAFETY AND SECURITY

Licensing Section – Test Centre

SABS 0216 Compulsory Training	4,000.00
Examiner of Driver's Licenses -	20,000.00
Grade F Examiners	30,000.00
Traffic Administration	30,000.00

Traffic Warden Upgrade	50,000.00
Fire Dept. Training	5,000.00
Total	139,000.00

FINANCIAL SECTION COSTS

Estimated Training Costs	50,000.00
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CORPORATE SECTION COSTS

Estimated Training Costs	80,000.00
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TECHNICAL SERVICES SECTION

Estimated Training Costs	80,000.00
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TOTAL ESTIMATED TRAINING COSTS	269,000.00
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Training Costs @ R67.25 per capita per annum.

4. Endumeni Municipality Workplace Skills Plans

The Skills Development Act and the Skills Development Levies Act require all employers to comply with the following:

- Develop a skills plan
- Implement the workplace skills plan
- Promote, develop learnerships
- Support the implementation of the National Qualification Framework
- Undertake quality assurance
- Pay Levies to SARS
- Submit annual reports to the relevant SETA
- Submit a levy grant claim to the SETA as per the provisions of the Funding Regulations to access a percentage of the Skills Development levy, which, is intended to promote skills development.

The purpose of the above is for employers to contribute to the development of a culture of learning and to create a competitive and productive work environment, stimulating growth in a sustainable manner and ultimately employment.

Therefore, the LGWSETA requires the Municipality to provide it with certain information and data in its workplace skills plan as a primary source of statistical information and data to help it develop better Sector Skills Plan (SSP). A standardized form has been provided for this purpose.

Endumeni has already appointed a skills development facilitator who is currently compiling the needed workplace skills data. The required information needs to reflect the strategic direction, the current skills profile of the municipal employees as well as their developmental needs.

a) The WSP Process

The template provided by the SETA calls for the following information:

- Employer Administrative details
- Skills Development Facilitator Details
- Municipality Consultative process
- Consolidated Employee Demographic Details as well as details per functional area (Section).
- Consolidated Training conducted during the last financial year
- Training conducted per section during the last financial year
- Consolidated Employee Qualifications Profile
- Employee Qualifications Profile per Functional area

This process has involved the recognized unions, the sectional heads, management and the employees themselves. It is indeed a developmental process. All parties determine their future in the workplace.

Once this profile has been completed, senior management must establish a training committee in order to solicit from all parties meaningful data for these plans. The strategic priorities of the organization must be determined and then a buy in be obtained.

The purpose of this activity is to align the internal skills development and training demands. These must then be aligned to the Sector Skills Plan (SSP)

When the alignment is complete, then training providers must be identified. A relevant body following a predetermined criteria identifies these. In this way quality will be assured.

When the plan has been drawn, all parties must endorse it to ensure agreement. All parties attaching their signatures to the plan must attest to this agreement. The implementation of the plan is going to be a cooperative endeavour.

b) Endumeni Strategic Priorities

The strategic priorities are couched in the IDP where the Municipal Vision has been clearly articulated. The WSP focuses on upgrading of personnel skills, especially the previously disadvantaged, in order to bridge the gaps identified by the Employment Equity Plan.

The WSP makes sure that the previously disadvantaged are playing roles for which they are qualified and to qualify personnel for roles they could never play due to lack of training.

The IDP proposes Local Economic Development and poverty eradication. The WSP then comes in to ensure that training for both municipal and individual independence uplifts personnel. Thus skilled, personnel can then create wealth for themselves and for the community.

The WSP seeks to achieve the same goals that the NSD strategy is hoping to achieve: by developing competency in performance, enhanced preparation for the workplace thus enhancing business development and job creation. These will essentially eliminate poverty by employment creation.

c) Strategic Skills Development Priorities

Finance:

1. GAMAR
2. Phasing out of subsidy
3. Computer MUNSOFT 2010
4. PC training -Basic Windows 2000

Corporate:

1. Administrative Skills/Supervisory Skills
2. Human Resources Management - Disciplinary Hearings
3. Stress Management
4. Aids Awareness in the workplace

Technical:

1. Literacy – ABET
2. Public & Internal Relations
3. Leadership and Supervisory Skills
4. Developmental Appraisal System (DAS)
5. Health and Safety in the workplace

In the training programmes to be conducted, there are no people with disabilities involved.

d) Endumeni Training Strategy

In consultation with the various stakeholders and especially the financial department, it became clear that the placement process has placed a significant strain on the Municipal budget. Consequently, it is suggested that a lot of training must be an in-house training. This means that selected individuals within the municipality will provide training wherever and whenever training is needed on an ongoing basis.

Also, an alliance with the regions around Endumeni must be forged so that in the event that a certain training is organized all the regions will be invited to this central location, Dundee, to undergo training. This strategy will cut the costs to the bone.

C. CONCLUSION

Endumeni has already started working on the WSP even before the placement process was completed. The following steps have been taken:

- ❖ The consultative forum was called by the skills facilitator before the skills audit forms were distributed and filled.
- ❖ The resolution to compile the WSP was taken at the forum
- ❖ Management was also consulted accordingly
(It should be noted that the Unions are part of this forum, hence are not specifically mentioned.)
- ❖ The consolidated details on employee demographics have been compiled.
- ❖ Details on employee demographics per functional area are compiled.
- ❖ Employee details have been sourced including the individual qualifications profile.

- ❖ These qualifications were closely matched during the placement process to enhance alignment and productivity levels.
- ❖ It is noted among the general workers section, that there are high levels of motivation in spite of low educational achievements. Although in the general workers category, some have matriculated and have drivers' licenses.

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