










***SASTA Congress – 2009***  
***Workshop: Training Needs in the***  
***South African Sugar Industries***



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## Introduction

- *Is Mass training really the answer to South Africa's skills shortage ?*
- *Will the notion of "Training the Nation" really fill the Skills Gap?*
- *Did the Skills Development Act come to our rescue in terms of the Skills Shortage?*
- *Will SETA's change the Skills shortage around?*
- *Will paying the Skills Levy and the submission of our Workplace Skills Plans change the Skills shortage ?*



*WHO then have to take charge  
of the Skills Shortages / Skills  
Crisis ?*



*The Solution starts right back  
at 'home' ... and NO other  
place!*



*You can not throw any money  
at the problem with the hope  
that it will disappear !*

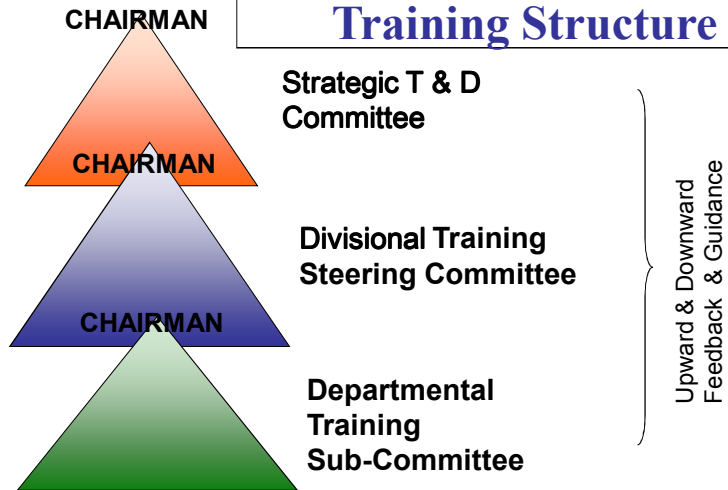


**HOW** *did Tsb Sugar approach  
the problem ?*

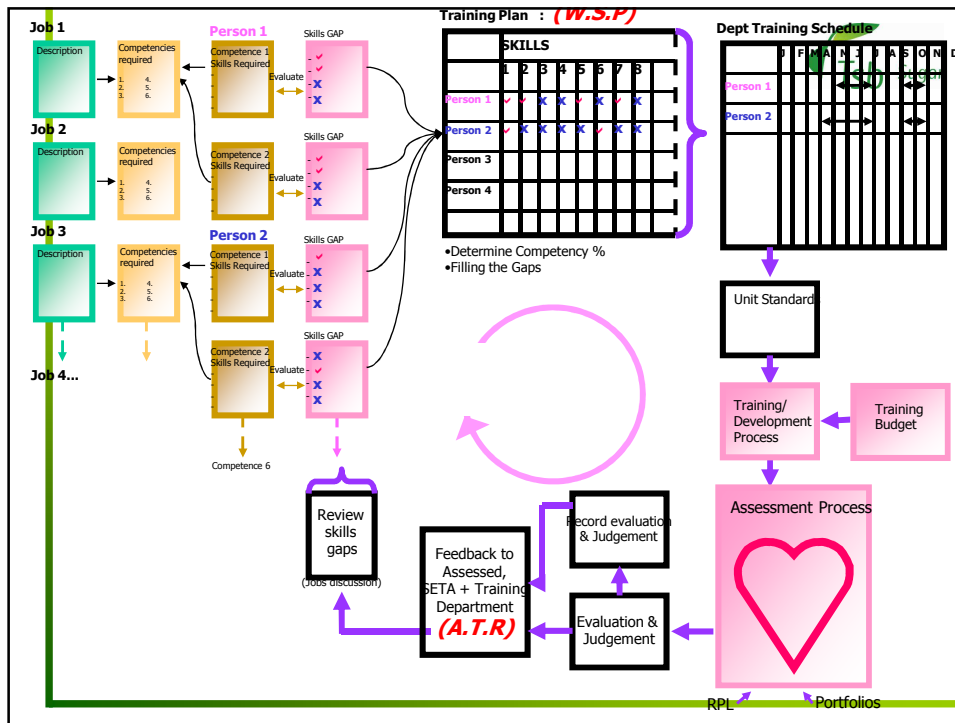
## Background



### Three Level Company Training Structure



*An Integrated approach !*



## The Tsb Training Process



- **Identify Training NEEDS**
- **Plot Competencies on ROBOT System**
- **Design appropriate Training material**
- **Develop relevant training material**
- **Select appropriate training delivery method**
  - OTJ
  - Theory (Class Room)
  - Practical
- **Deliver required Training**
- **Assess Competencies (Training Quality Assurance)**
  - Theoretical
  - Practical
- **Award Certificates**
- **Celebrate !!!**



# Tsb Sugar

## Addressing Training NEEDS.....

*(“Fill the GAP where business happens...”)*

### ROBOT Detail

NAME:	POSITION: Shift Supervisors						
COY No:	(Weight x Rating = Score)						
	CRITERIA	WEIGHT	1	2	3	4	
<b>PLANT CONTROL</b>							
						Calculation	
<b>Knowledge of set production parameters</b>			Very Poor	Poor	Good	Excellent	12
<i>(Range: Understanding)</i>			Very Poor	Poor	Good	Excellent	12
<b>Equipment knowledge</b>			Very Poor	Poor	Good	Excellent	16
<i>(Range: Purposes)</i>			Very Poor	Poor	Good	Excellent	16
<i>(Range: Identification)</i>			Very Poor	Poor	Good	Excellent	16
<i>(Range: Flows/operation)</i>			Very Poor	Poor	Good	Excellent	16
<b>Courses completed</b>			Very Poor	Poor	Good	Excellent	48
<i>(Range: Achieved to perform in current position)</i>			Very Poor	Poor	Good	Excellent	48
		0					120
<b>MANAGEMENT OF SHIFT(PERSONNEL)</b>							
<b>Plans his job well</b>			Very Poor	Poor	Good	Excellent	24
<i>(Range: Preparation)</i>			Very Poor	Poor	Good	Excellent	24
<i>(Range: Startups)</i>			Very Poor	Poor	Good	Excellent	16
<i>(Range: Loading)</i>			Very Poor	Poor	Good	Excellent	16
<i>(Range: Emergencies)</i>			Very Poor	Poor	Good	Excellent	48
<i>(Range: Optimizing)</i>			Very Poor	Poor	Good	Excellent	12
<b>Organises labour</b>			Very Poor	Poor	Good	Excellent	24
<i>(Range: Delegation, Motivation, Communication, Limits overtime)</i>			Very Poor	Poor	Good	Excellent	24
<b>Takes control/ Operate timeously</b>			Very Poor	Poor	Good	Excellent	24
<i>(Range: Follow ups and feedback)</i>			Very Poor	Poor	Good	Excellent	40
<b>Leading shift</b>			Very Poor	Poor	Good	Excellent	16
<i>(Range: Sets goals for each shift)</i>			Very Poor	Poor	Good	Excellent	16
<b>Strategic mindset</b>			Very Poor	Poor	Good	Excellent	8
<i>(Range: Training, events and meetings)</i>			Very Poor	Poor	Good	Excellent	8
<b>Administration of position</b>			Very Poor	Poor	Good	Excellent	8
<i>(Range: Logbook, Timemanagement, Requisitions, Stopages)</i>			Very Poor	Poor	Good	Excellent	8
		0					240
<b>SAFETY</b>							
<b>Support Safety Structures</b>			Very Poor	Poor	Good	Excellent	4
<i>(Range: Attend combined safety meeting on day shift)</i>			Very Poor	Poor	Good	Excellent	4
<b>Safety inspections</b>			Very Poor	Poor	Good	Excellent	4
<i>(Range: Inspection books on time and complete)</i>			Very Poor	Poor	Good	Excellent	4
<b>Sets Example</b>			Very Poor	Poor	Good	Excellent	4
<i>(Range: Wear PPE)</i>			Very Poor	Poor	Good	Excellent	4
<b>Communication</b>			Very Poor	Poor	Good	Excellent	4
<i>(Range: To colleagues/ superiors/ commlty)</i>			Very Poor	Poor	Good	Excellent	4
<b>Support</b>			Very Poor	Poor	Good	Excellent	4
<i>(Range: Safety Training and work activities)</i>			Very Poor	Poor	Good	Excellent	4
<b>Hearing test</b>			Very Poor	Poor	Good	Excellent	4
<i>(Range: Notify subordinates on time schedules)</i>			Very Poor	Poor	Good	Excellent	8
<b>Teamwork</b>			Very Poor	Poor	Good	Excellent	4
<i>(Range: Relationships with colleagues)</i>			Very Poor	Poor	Good	Excellent	4
<b>Conduct Safety talks monthly</b>			Very Poor	Poor	Good	Excellent	4
<i>(Range: Record keeping)</i>			Very Poor	Poor	Good	Excellent	4
<b>Housekeeping</b>			Very Poor	Poor	Good	Excellent	4
<i>(Range: Performing routines)</i>			Very Poor	Poor	Good	Excellent	4
		0					40
		100					490
							Total 0

Plant Cri	0.00
Manage	0.00
Safety	0

Legend	
	1% - 49%
	50% - 79%
	>80%
Score	0.00

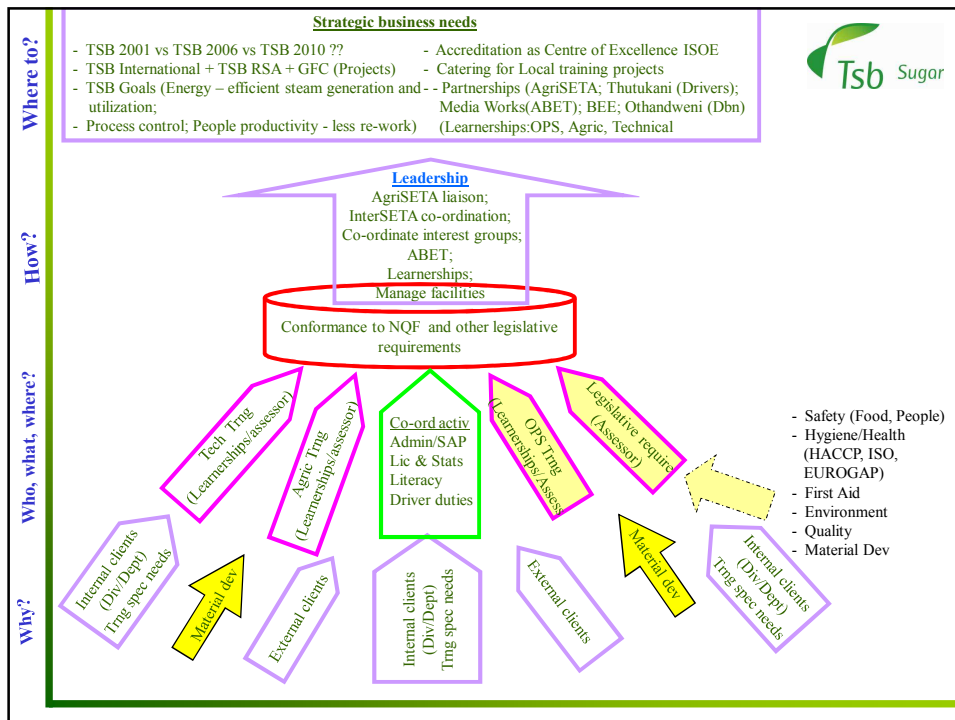


**Certification... Value added !!!...  
enabling people !**



***Training Quality Assurance***





## T & SD ...2009 AND ONWARDS



### STRATEGIC DRIVERS:-

- **NETWORKS :-**
  - Join in on more complex Tsb structures
- **ACCOUNTABILITY FOR OWN RESULTS:-**
  - Return on Client Expectations
- **BUSINESS UNDERSTANDING:-**
  - Understand Sugar business realities
- **BUSINESS BEHAVIOUR:-**
  - Convert PLANS into Business Actions
- **WORLD COMPETITIVENESS:-**
  - Revamp Training Function into a 21st Century Business Unit
- **SHARE HOLDERS EXPECTATIONS:-**
  - Measure Business Impact of the Learning Function.
- **DIVERSITY**
  - Training practices to pass equity test

## T & SD ...2009 AND ONWARDS (Cont.)



### STATUTORY DRIVERS:-

- **ESTABLISH APPRENTICESHIPS**
  - Skills Development / Training
  - To create a pool for future recruitment with respect to possible TSB expansions and to address consequence of the HIV pandemic.
- **ESTABLISH SKILLS PROGRAMS:-**
  - Develop specific Skills Programs rather than “Short Courses”

## T & SD ....2009 AND ONWARDS (Cont.)



- **PROCESS DRIVERS:-**
  - Map all processes, simplify, standardize and systemize.
  - Adopting “Good to Great” approach
- **OPERATIONAL DRIVERS:-**
  - Development plan per man (IDP)
  - WSP & ATR per Department

## Addressing the “Burning Issues”



- **Artisans:-**
  - Shortages  
(Country & World wide)
  - Training of Junior Artisans
  - Upskilling of newly employed Artisans
  - BEE/ EE Reporting
  - Leadership and Management Development
- **Production staff training**
  - Foreman/Superintendents

## Addressing “Burning Issues” (Cont.)



- **Projects**
  - SAP PD , (Training & Events)
  - Nkomazi Mills Training Project
  - Specific Strategic Projects
  - **NB.Land Claims Beneficiary Capacity Building**

## Specific Strategic Projects



- **Technical**
- **Operational**
  - Sugar production
  - Energy generation
  - Packaging
  - Animal Feeds
  - Agriculture
- **Supervisory**
- **Management**
- **EIT and GIT Mentoring & development**
- **Continuation of generic training**
- **Capacity Building :Land Claims Beneficiaries**

## “Strategic TOOLS”



- **HR Forums with Line Managers**
- **Performance Management System**  
(Getting real on Performance Management!)
- **Specific Training Forums**
- **Interventions – Training, Team inputs, Behavior monitoring**
- **Individual Development Plans (IDP's)**
- **Workplace Skills Plans**
- **External Partnerships**



*“What gets talked about, gets done!”* (Tony Manning)

*Thank you !*