



**merSETA**

MANUFACTURING, ENGINEERING AND RELATED SERVICES SETA

# **ANALYSIS OF WORKPLACE SKILLS PLANS (WSP) AND ANNUAL TRAINING REPORTS (ATR) FOR MERSETA MEMBER COMPANIES 2005-2007**

**FINAL REPORT**

**November 2009**



# **THE ANALYSIS OF WORKPLACE SKILLS PLAN AND ANNUAL TRAINING REPORT FOR THE MERSETA (2005-2007)**

Report to the  
**MANUFACTURING ENGINEERING AND RELATED SERVICES SETA (MERSETA)**

By  
**THE GROWTH LABORATORY (Pty) Ltd (G' Lab)**



November 2009

## **DISCLAIMER**

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## EXECUTIVE SUMMARY

This report analyses information contained in Workplace Skills Plans (WSPs) and Annual Training Reports (ATRs) submitted to merSETA by companies in the Manufacturing, Engineering and Related Services sector in the years 2005 to 2007.

The study objectives were to:

- Conduct an analysis of WSPs and ATRs for the years 2005 to 2007;
- Compare planned training to actual training;
- Link implemented training to identified sector scarce and critical skills;
- Determine training trends and future training needs.

### 1. General study findings

The study found that there has been a general decline in submissions in the period under review, particularly in the Metal, Motor and Plastics chambers. This decline can be attributed to the changes in format of the WSP templates that are sent companies as guidelines on the type of information required and the failure of companies to understand the new formats.

There has been a decrease in participation in the WSP grant system mainly among small and medium-sized companies (those that employ less than 150 employees). This decline can be attributed to the change in regulations which excluded from participation in the levy-grant system companies with an annual payroll of less than R500, 000.

The data from the WSPs was then used to develop a profile of companies that participate in the levy-grant system. The sector is made up of a large number of small companies and a small number of large companies. In terms of submissions for 2007, there were 2252 submissions from small companies, 742 from medium-sized companies and 522 submissions from large companies, a 9% decline from 2006 submissions.

Large companies account for more than 70% of total employment in participating companies. The study also found that the number of employees has been declining, but very marginally, during the review period.

In terms of training in the sector, the study found that employees in the Plant and Machine Operators and Assemblers occupational category received the biggest share of training consistently over the three years.

In general, most companies achieved and even exceeded their planned training targets, particularly in 2006 and 2007. Most training in the sector focused on the professionals, technicians and associated professionals, crafts and related workers and the plant and machine operators and assemblers occupational categories. Also, the study found that most training interventions were in non-technical fields with a particular focus on Safety, Health and Environment (SHE) and on training that complied with legal and safety requirements that companies in the manufacturing sector must adhere to.

Sector scarce and critical skills could be drawn from the WSPs because the templates that were used to collect this information from companies at that time did not specifically ask for this data.

### 2. Company visits

Another aspect of this study involved visits to companies within the sector with the objective of identifying and understanding the way in which companies undertake the process of compiling WSPs



and ATRs, the people involved at various levels of the company and the perceived utility of WSPs and ATRs to companies themselves.

A semi-structured questionnaire was used in all the company interviews. Interviews took the form of focus group sessions with companies which were typically represented by human resource managers of officers, skills development facilitators, employee representatives and representatives from training committees.

Discussions were mainly around company processes in compiling a WSP, awareness of WSPs and ATRs at company level, company perceptions of WSPs and ATRs and also the utilization of WSP and ATR data and information for skills planning by companies themselves.

### **3. Findings from company visits**

Companies reported their frustration with the introduction of the OFO codes whereby they reported cases where specific company occupations and job titles that have not yet been incorporated into the OFO codes leads to the lengthening of the process of completing a WSP and leads to companies spending more money on this process.

In terms of the utility of WSPs for companies, no clear trends could be identified but the following observations were made:

- Some companies also use the data collected for WSP submissions for their own internal processes and strategy development;
- Some companies reported that they have adjusted their internal strategy development processes to incorporate this information and data;
- Some companies reported that they have adjusted their internal reporting cycles to be in line with SETA WSP submission cycles;
- Other companies reported that they submit WSPs simply to comply with legal requirements and found no value in the data for their own internal use.

The process of development of WSPs starts with each department or division in a company putting together its own training needs and plan, which is normally based on the company's annual targets and strategies. The plans are then submitted to senior managers where they get discussed at appropriate forums, normally at executive committee meetings. This is because of the financial implications that come with training interventions that training plans are discussed at this level in many companies.

Once the budgets are approved and the plans given a go ahead by the decision-making bodies in companies, they are then put into the WSP format and submitted to the training committee for final ratification and sign-off. After sign-off by the training committee and the SDF, they are then submitted to the SETA.

## **4. Conclusions and recommendations**

### **4.1 WSP template**

During the execution of the study, it was noted that merSETA has developed a new WSP template and has started focusing on asking for the most essential information from submitting companies; however, there is a minor aspect in the template that could be potentially confusing. The sheet on employment data asks for employment data per employee but also has a column on total number of employees, which suggests that companies can only give aggregate numbers of employees per row without providing details of individual employees.



#### **4.2. The DataNet system**

Almost all the large companies visited expressed various degrees of unhappiness with the DataNet system and they way that data must be uploaded onto the system. The main source of discontent seemed to stem from the issue that each employee should be uploaded individually onto the system which could be time consuming for companies that have thousands of employees and is also open for human errors. It is recommended that merSETA explores ways in which data can be uploaded onto the system through spreadsheets or CSV files or similar.

#### **4.3 OFO codes**

Companies also expressed unhappiness with the gaps in occupations in the OFO whereby they cited situations where occupations that they have are not listed in the OFO which makes the process of completing a WSP very difficult for them. While the study recognises that the OFO as a new system will have teething problems that will affect some companies negatively, it is recommended though that merSETA is seen to be putting some system in place meant to assist such companies. This could be done through sending in SDFs or SETA-appointed people to work with these companies to assist them in identifying these new codes. While this may seem onerous, it will build good relationships with companies in the sector as the SETA would be seen to be doing something in assisting these companies and in some way subsidising them through minimising the amount of time that they would normally have spent on this exercise without the SETA's assistance.

#### **4.4. Completeness of grant application information**

Companies submitting WSPs are not completing every section of the WSP as required by the Grant Regulations of February 2007. it is recommended that merSETA starts insisting that companies complete every section of the WSP or else they do not qualify for their grant payments until all the information asked for in the WSP is provided. It should be explained to companies that this is not about the SETA flexing it muscles but is about ensuring that comprehensive data on the sector is collected and analysed so that future sector training strategies are built on more complete and real sector data.



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## LIST OF ACRONYMS

ABET	Adult Basic Education and Training
ATR	Annual Training Report
DoL	Department of Labour
E&T	Education and Training
FET	Further Education and Training
HET	Higher Education and Training
HRD	Human Resource Development
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
IT	Information Technology
OFO	Organising Framework for Occupations
NQF	National Qualifications Framework
RPL	Recognition of Prior Learning
SARS	South African Revenue Services
SDF	Skills Development Facilitator
SETA	Sector Education and Training Authority
SHE	Safety, Health and Environment
SIC	Standard Industry Classification
SSP	Sector Skills Plan
WSP	Workplace Skills Plan



# 1. INTRODUCTION

## 1.1 Background

This report analyses information contained in Workplace Skills Plans (WSPs) and Annual Training Reports (ATRs) submitted to merSETA by companies in the Manufacturing, Engineering and Related Services sector in the years 2005 to 2007.

The Skills Development Act (Act 97 of 1998) and the SETA Grant Regulations that were gazetted in February 2007 require that each SETA must allocate a Mandatory Grant to an employer employing 50 or more employees or to an employer who has registered for the first time.

On an annual basis, all member and levy-paying companies submit their mandatory grant application form to their respective SETAs in order to access their mandatory grants. By submitting the mandatory grant application forms, companies are eligible to receive a grant equaling 50% of the total Skills Development levy payments made to SARS during a training financial year providing the following conditions are met.

- The company must have implemented at least 60% of the training planned in the applicable year's WSP.
- The company must have spent at least the amount claimed as mandatory grant on training, in order to qualify for the grant.

The guidelines that merSETA sends to companies in the sector also state that mandatory grant applications will only be approved by the SETA if:

- The WSP submitted contributes to the merSETA sector skills plan;
- The company has implemented 60% of the training planned in the applicable year's WSP;
- The company must have spent at least the amount claimed as a mandatory grant on training in order to qualify for the grant.

## 1.2 Study objectives

The objective of this project was to undertake an analysis of a representative sample of workplace skills plans (WSPs) and annual training reports (ATRs) submitted by merSETA member companies. The Terms of Reference were as follows:

- Analysis of WSPs and ATRs 2005 – 2007;
- Compare planned training to actual training;
- Link implemented training to identified sector scarce and critical skills;
- Determine training trends and future training needs in the sector.

## 1.3 Methodology

This study is a secondary data analysis of the 2005, 2006 and 2007 WSP and ATR data. This data was obtained from the merSETA DataNet system.

### 1.3.1 Data management

The data was obtained from the merSETA database and received in MS Excel format. There were in total 6 datasets that were used initially. Other datasets were sent through from merSETA as new data was requested and this was added to the initial datasets.



The data for all years of analysis were put into STATA version 10 for analysis. The data was then cleaned in STATA to merge the separate spreadsheets into one dataset for all analysis of the years under review for WSPs and ATRs separately. These datasets became the main tool for analysis.

### **1.3.2 Variables used in the analysis**

All variables pertaining to demographic information of the employees, administration details (region, chamber), demographics and occupations of those who had training planned or received was used in this analysis. In addition, where possible, all of these variables were used for all three years of independent analysis.

### **1.3.3 Data analysis**

The data was analysed through matching the levy numbers with corresponding variables that were needed for further analysis. That is, levy numbers were used to identify companies in the administration sheets of the raw data as well as the relevant employee details, planned and actual training sheets that were received from merSETA.

The analysis of the data took place in four stages. The first was to analyse data pertaining to the number of WSP submissions for each respective year. This became the focus of Chapter 2 of this report. The second stage was to analyse data pertaining to the general profile of employees in the sector. This data came from WSP information and formed the basis of Chapter 3 of the report. The third stage was to analyse variables pertaining to the planned training for the 3 years. This formed Chapter 4 of the report. The final stage was to analyse data pertaining to actual training for Chapter 5 of the report.

Basic cross-tabulations were done to obtain the results that were needed for this study. The tabulations were then transferred into MS Excel for presentation and to generate graphs where appropriate.



### 1.3.4 Data check and quality

The table below provides a summary of the data that was contained in the submitted WSPs and ATRs for the period 2005 to 2007. The table shows that the most complete information provided by most companies was the administrative details. The data that was captured in the other sheets were mostly incomplete which limited the data available to do trend analysis.

Year	Admin details	Demographics	Employee details	Skills Priority	Planned Training			Actual Training	Company Size	Employees above NQF 1
					Info complete	All "0"s: (info not submitted)	Total			
2005 WSP	5623	0	5623	477	424	52	472		5626	5623
2005 ATR	4416	0	0					428		
2006 WSP	4574	4078	4574	1276	1167	5	1172		4579	4574
2006 ATR	3547	0	0	1401				1172		
2007 WSP	4170	3138	4170	1540	1279	3	1281		4193	4170
2007 ATR	1434	0	0					1435		

The table also shows that in terms of planned training, of the 5623 companies that submitted WSPs in 2005, only 477 provided data on skills priorities, 424 provided information or data on planned training, none of the companies submitted information on employee demographics.

Comparisons of planned and actual training were possible to do because almost similar numbers of companies submitted this data which made a direct comparison possible even though the data is limited and would have made for much richer analysis and findings had it been more complete.

The WSP template that was sent to companies did not have a section that directly asked companies to identify their scarce and critical skills, and during analysis an attempt was made to use the data on skills priority to determine scarce and critical skills. However, the result of this process did not match with the scarce and critical skills that are listed in the updated SSP of 2008-2009.



## 2. PARTICIPATION IN THE WSP AND ATR SYSTEM

### 2.1 Introduction

This chapter provides an analysis of the companies that submitted WSPs over the years 2005, 2006 and 2007. The trends in the number of submissions from 2005 to 2007 in terms of the number of companies who submitted WSPs, the participation of companies by region and the number of submissions by chamber are examined.

### 2.2 Number of companies that submitted WSPs

There has been a steady decrease in the number of companies that submitted WSPs over the three years under review. The reduction in submissions was higher between 2005 and 2006 where there was a drop of about 18.65% in submissions, and the years 2006 to 2007 saw a drop of about 8.84%.

#### 2.2.1 Submissions by chamber

Figure 1: Number of companies that submitted WSPs by chamber (2005-2007)

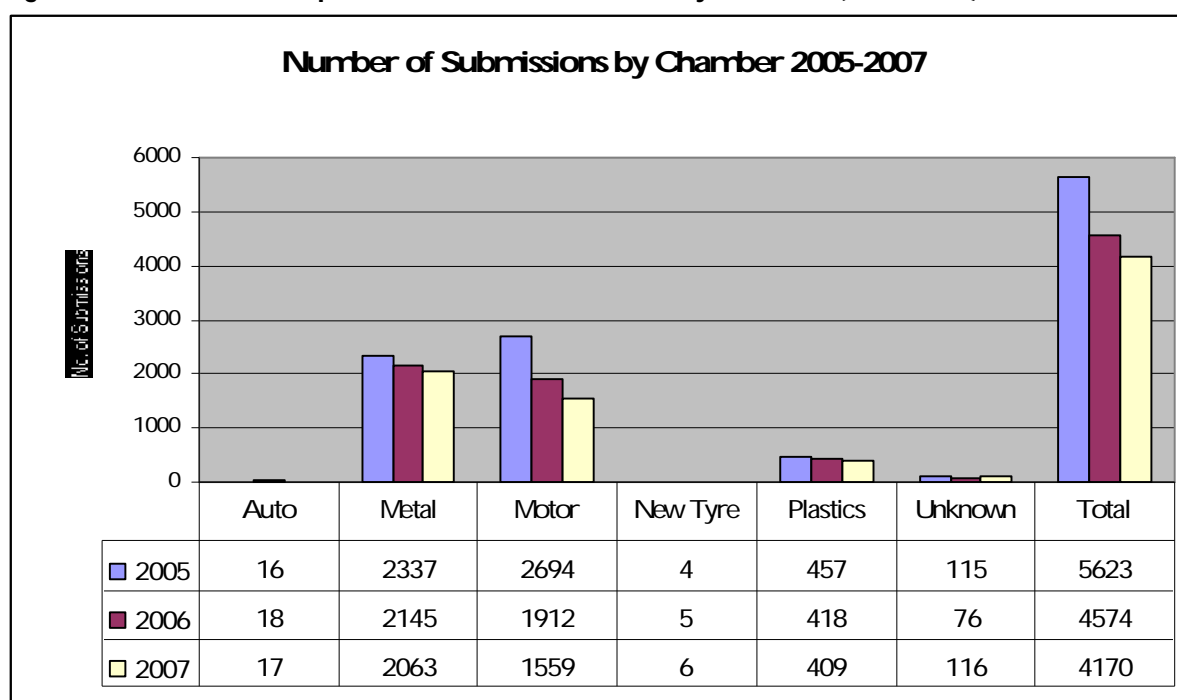


Figure 1 shows that the least number of submissions have been from the New Tyre, Auto and the Plastics chambers. This is because these chambers consist of fewer companies overall within the sector and the number of companies shown in Figure 1 reflects the majority of companies that are in these chambers and should not be seen as less participation by other companies in these chambers. Thus the number of submissions is relative to the size of the chamber and should not be compared to submissions by the other chambers.

An important observation to be made from Figure 1 is that for Metal, Motor and Plastics, there is a declining trend in the number of companies submitting WSPs. This is not true of the New Tyre chamber where there has been an increase of one new submission every year for the period under review. In addition, the Auto chamber shows fluctuations in the number of submissions over the



years. That is, there was an increase in the number of submissions from 2005 to 2006 and a marginal decline from 2006 to 2007.

## 2.2.2 Submissions by company size

**Table 1: Number and percentage of submissions by company size**

Year	Company size								Total
	Small		Medium		Large		Unknown		
	No.	%	No.	%	No.	%	No.	%	
2005	3966	70.5%	865	15.4%	515	9.2%	277	4.9%	5623
2006	2829	61.8%	786	17.2%	530	11.6%	429	9.4%	4574
2007	2252	54.0%	742	17.8%	522	12.5%	654	15.7%	4170

**Figure 2: Number of submissions by company size**

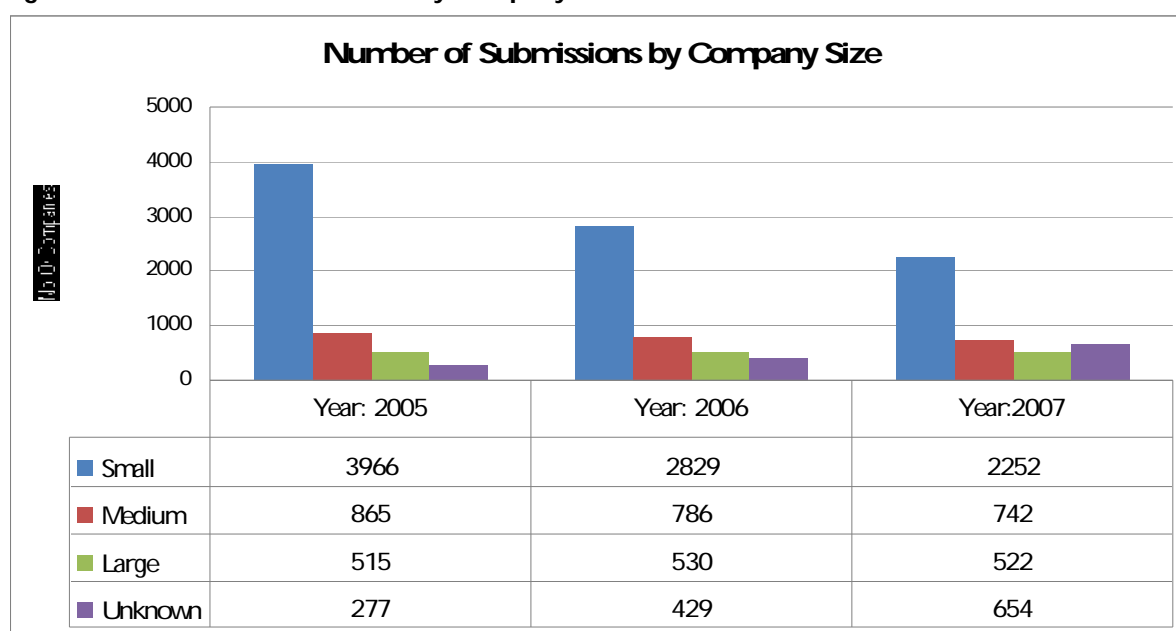


Table 1 and Figure 2 show that there was a decrease in participation in the WSP grant system mainly among small and medium companies – i.e. those that employ less than 150 employees. This decrease can be ascribed to a change in regulations which excluded companies with an annual payroll of less than R500, 000 from participation in the levy-grant system. Figure 2 also shows an increase in the number of large organizations that submitted WSPs in the period 2005-2006 then submissions slightly decreased between the years 2006-2007.

## 2.2.3 Submissions by Region

**Figure 3: Number of organizations that submitted WSPs by Region (2005-2007)**

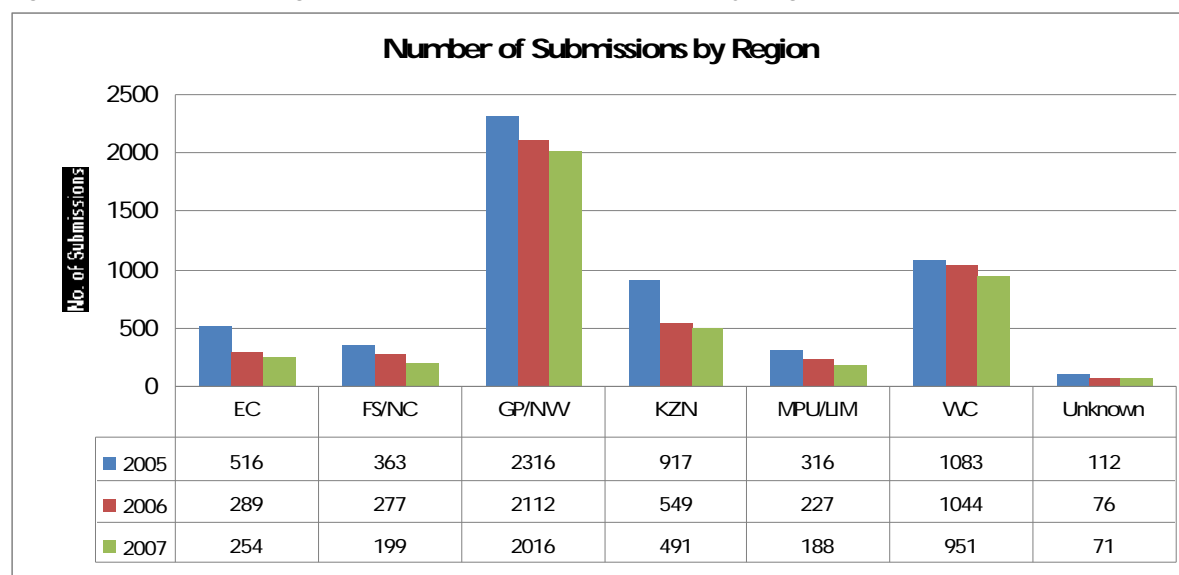


Figure 3 shows the number of submissions of WSPs by region. The Gauteng/North West region has submitted the most number of WSPs followed by Western Cape, KwaZulu Natal and the Eastern Cape respectively. The Mpumalanga/Limpopo region submitted the least number of WSPs followed by the Free State/Northern Cape region. The “unknown” region represents companies that did not specify the region in which they are based.

For all regions, Figure 3 shows a declining trend in the number of companies that submitted WSPs, however, the most decline took place between 2005 and 2006 with the Eastern Cape region showing the sharpest decline of approximately 56% followed by KwaZulu Natal with a decline of approximately 39.9%.

## 2.3 Conclusion

This decline in the number of submissions can be attributed to the change in the WSP format that was introduced by merSETA for the 2006 – 2007 financial year. This change could have resulted in a significant number of companies not being able to understand the new format of submissions and therefore not being able to submit their WSPs on time.





### 3. PROFILE OF THE SECTOR

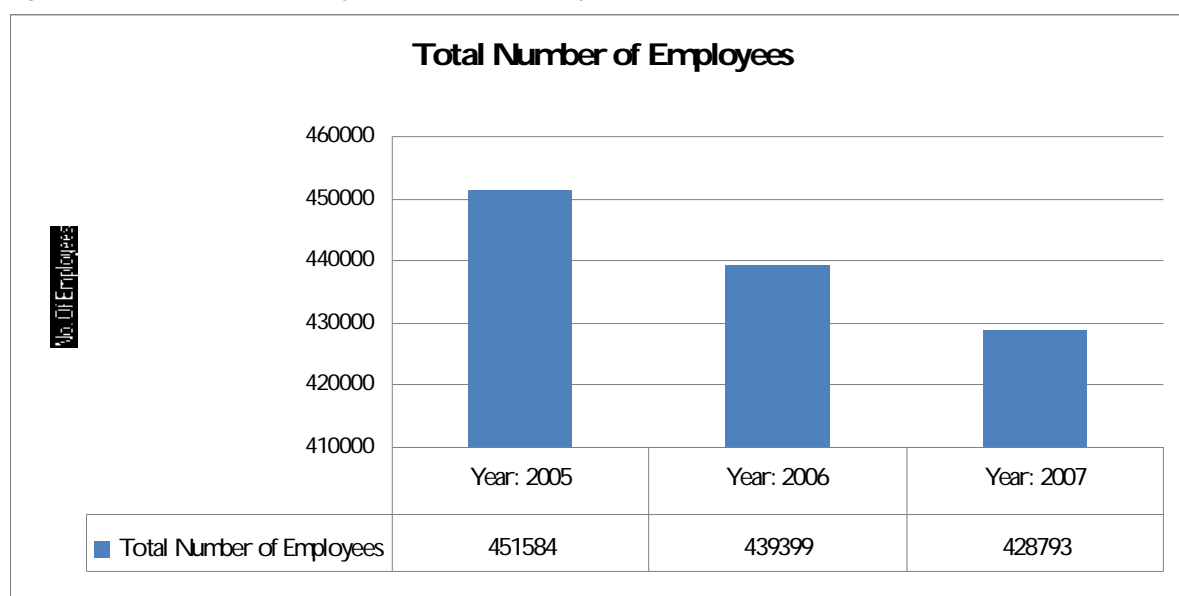
#### 3.1 Introduction

This chapter provides a relatively detailed profile of the workers employed in those companies that submitted WSPs in the years under review. The profile covers the number of employees in the sector by race and gender, the distribution according to chambers and regions and the occupational categories and the proportion of employees that have a NQF Level 1 or higher qualification.

It must be noted that information received from DataNet did not have a complete breakdown of employees by race and gender and also that in many instances, the breakdown of employees by race, gender, chamber and regions does not tally with the total number of employees submitted by companies asked for in another section of the WSP template that is given to all participating companies to complete when applying for their WSP/ATR grants.

#### 3.2 Employment in the sector

Figure 4: Number of employees represented by WSPs submitted (2005-2007)



As seen from the previous chapter, throughout the review period there has been a decrease in the number of WSPs and ATRs submitted to merSETA. This decrease in submissions is also reflected by a decrease in the number of employees represented by the submitted WSPs.

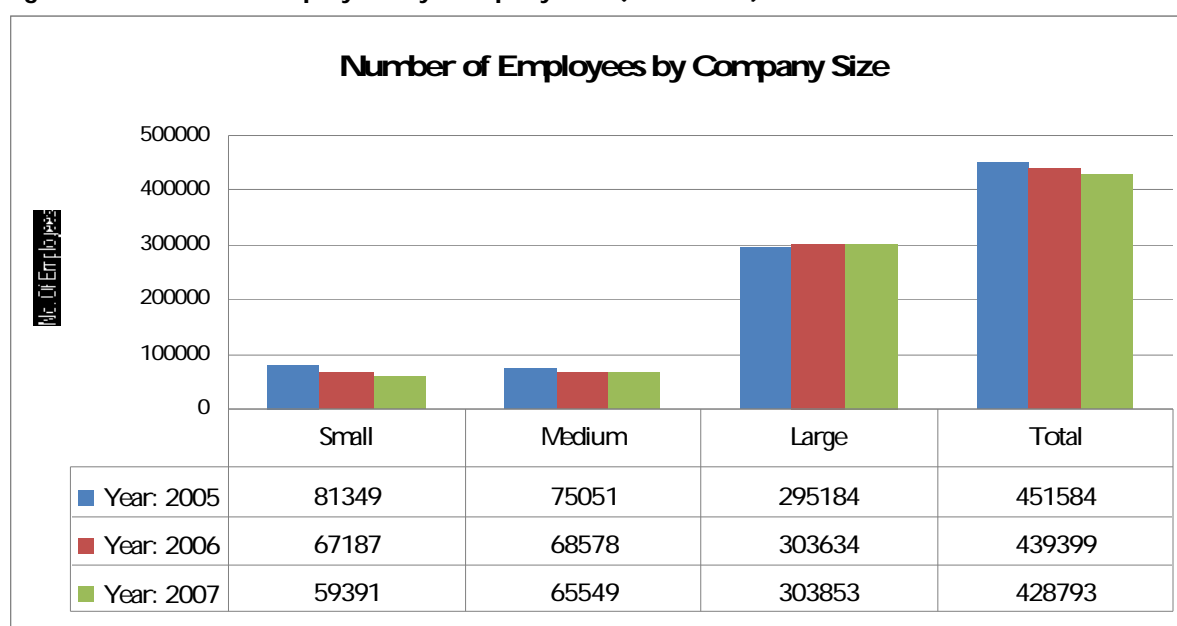


### 3.2.1 Employees by company size

**Table 2: Number and percentage of employees by company size**

Year	Company size						Total
	Small		Medium		Large		
	No.	%	No.	%	No.	%	
2005	81349	18.0%	75051	16.6%	295184	65.4%	451584
2006	67187	15.3%	68578	15.6%	303634	69.1%	439399
2007	59391	13.9%	65549	15.3%	303853	70.9%	428793

**Figure 5: Number of employees by company size (2005-2007)**



The number of employees from small and medium companies has decreased every year between 2005 and 2007, while for large companies it increased for all the years under review; however the increase was very marginal between 2006 and 2007.

Of the companies that submitted WSPs, both the small and medium-size companies account for an average of about 16% each of total employment in the sector for all the years under review with the large companies accounting for an average of 68.4% of total employment in the sector.

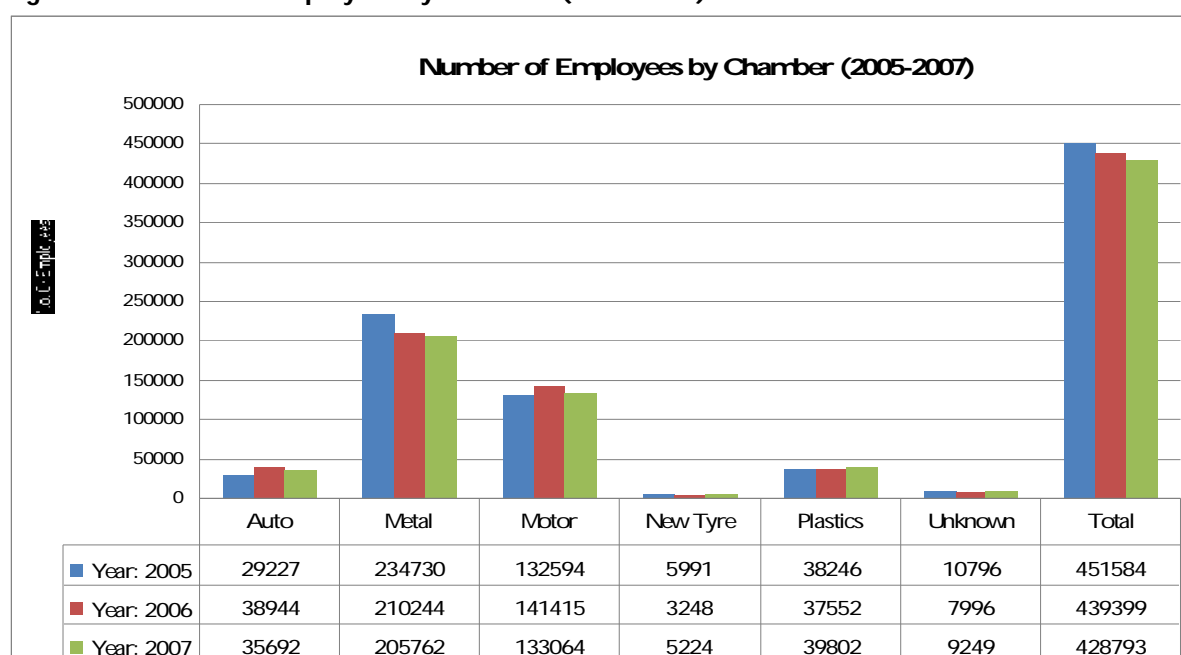


### 3.2.2 Employees by chamber

**Table 3: Number and percentage of employees by chamber**

Year	Chamber												Total
	Auto		Metal		Motor		New Tyre		Plastics		Unknown		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
2005	29227	6.5%	234730	52.0%	132594	29.4%	5991	1.3%	38246	8.5%	10796	2.4%	451584
2006	38944	8.9%	210244	47.8%	141415	32.2%	3248	0.7%	37552	8.5%	7996	1.8%	439399
2007	35692	8.3%	205762	48.0%	133064	31.0%	5224	1.2%	39802	9.3%	9249	2.2%	428793

**Figure 6: Number of employees by chamber (2005-2007)**



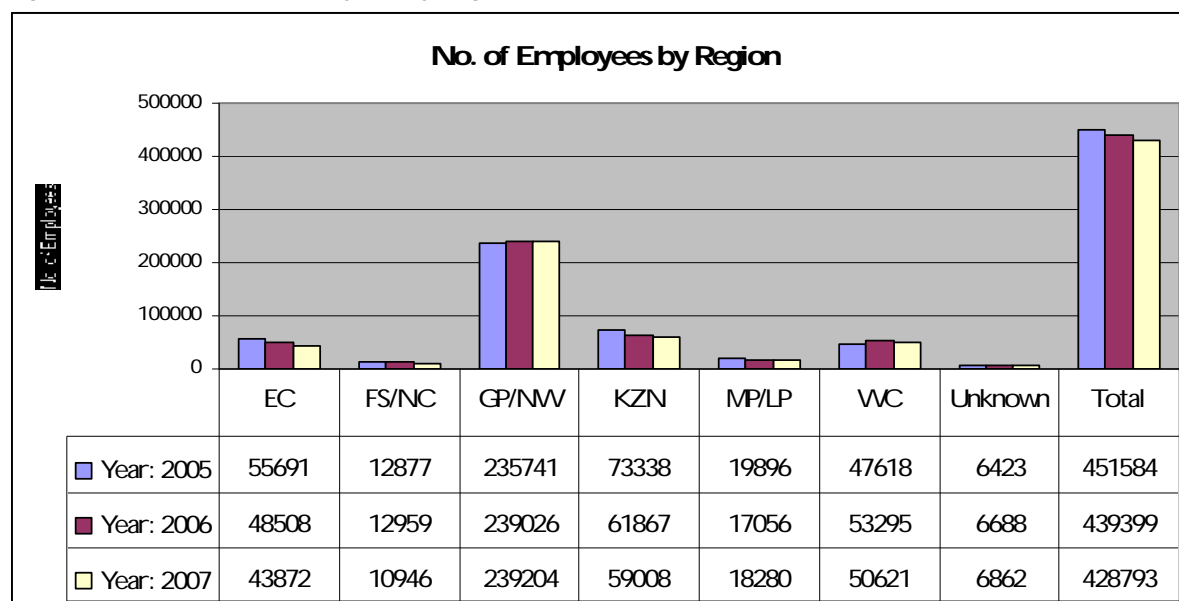
The Metal chamber has the largest number of employees followed by the Motor chamber with New Tyre being the smallest chamber in terms of the number of people employed. The reason that the number of employees for the New Tyre chamber has decreased in 2006 is because one of the companies that submitted WSPs did not complete the section on employee details, which asks for the total number of employees for each company.

For the period under review, the Metal chamber accounted for just over 49% of total employment followed by the Motor chamber with 31%, the Auto chamber had 8%, the Plastics chamber accounted for 9% and the New Tyre chamber had an average of 1.1%.



### 3.2.3 Employees by Region

Figure 7: Number of employees by region (2005-2007)



In 2005, more than half of the sector's employees were employed in the Gauteng/North West region. The Free State/Northern Cape region had the least number of employees with the region's percentage contribution being only 2.85% of the total employment in the sector nationally.

In 2006, although in total employment figures had shrunk in the sector, the Gauteng/North West region still employs more than half of all the employees in the sector nationally. The FS/NC region still showed the least number of employees. All the other regions constituted less than 15% each of the total number of employees in the sector.

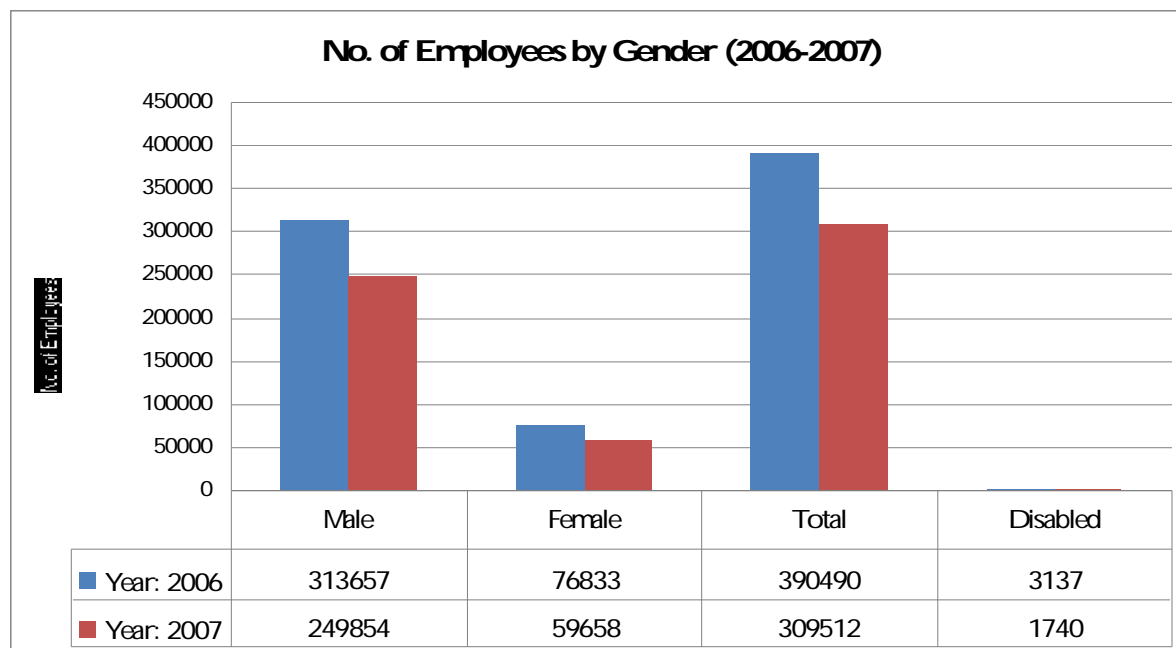
The decline in employment figures continues in 2007, albeit to a marginally smaller degree than between 2005 and 2006. All regions showed a decrease in employment except the Gauteng/North West and Mpumalanga/Limpopo regions, which showed marginal increases in employment.

Overall, the GP/NW region has consistently had the most number of employees with the FS/NC region having the least.



### 3.2.4 Employees by Gender

Figure 8: Number of employees by gender (2006-2007)



It must be noted here that in 2005, 5623 companies submitted WSPs and none of them provided employee demographic details. Employee demographics include employee race, gender and occupations.

In 2006, of the 4574 companies that submitted WSPs, only 4078 provided information on employee demographics. In 2007, of the 4170 companies that submitted WSPs, only 3138 provided information on employee demographics, hence the employee totals being less and different than from the previous section.

Males constitute the vast majority of employees in the sector whereby there was an average of approximately 4 males for every female in the sector.

It should be also be noted that due to the way in which data was captured on DataNet, disabled employees were captured as an entity on their own without their gender being taken into account which means that the total number of employees is slightly inflated, with the numbers of disabled employees being counted twice.

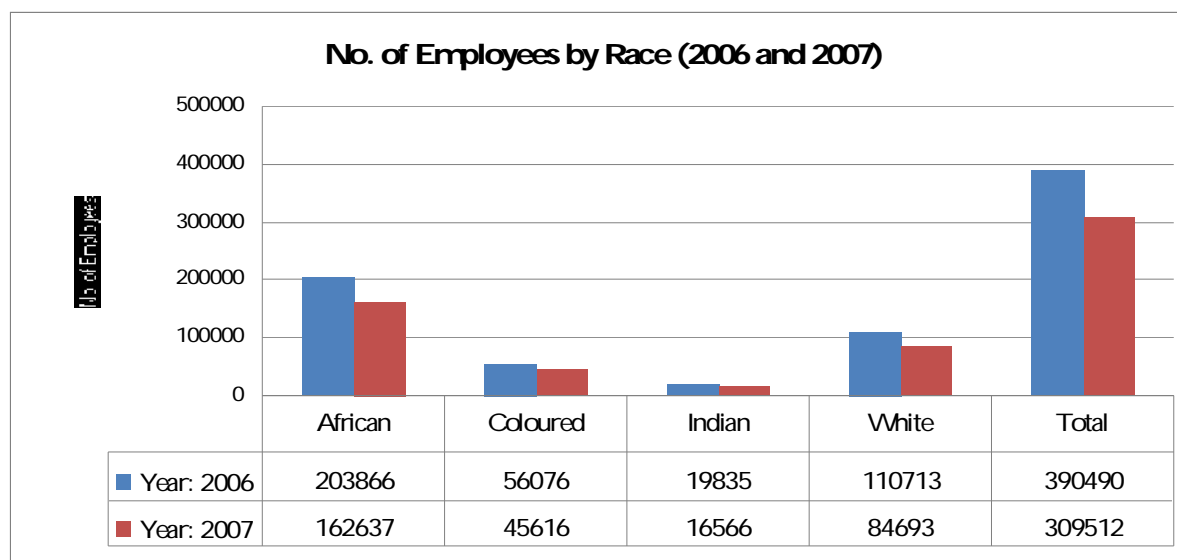


### 3.2.5 Employees by race

**Table 4: Number and percentage of employees by race**

Year	Race of employees								Total
	African		Coloured		Indian		White		
	No.	%	No.	%	No.	%	No.	%	
2006	203866	52.2%	56076	14.4%	19835	5.1%	110713	28.4%	390490
2007	162637	52.5%	45616	14.7%	16566	5.4%	84693	27.4%	309512

**Figure 9: Number of employees by race (2006-2007)**



Based on data from companies that provided information on demographic details in 2006 and 2007, Africans constitute the largest racial group in the sector, representing 52.5% of the total sector workforce. They are followed by Whites at 27.4%, then Coloureds at 14.7% with Indians being the minority group in the sector at 5.4%.

Figure 9 also shows that there has been a decline in the number of employees for each of these racial groups from 2006 to 2007. Again however, this finding must be considered within the context of the declining number of WSP submissions in 2007 compared to 2006.

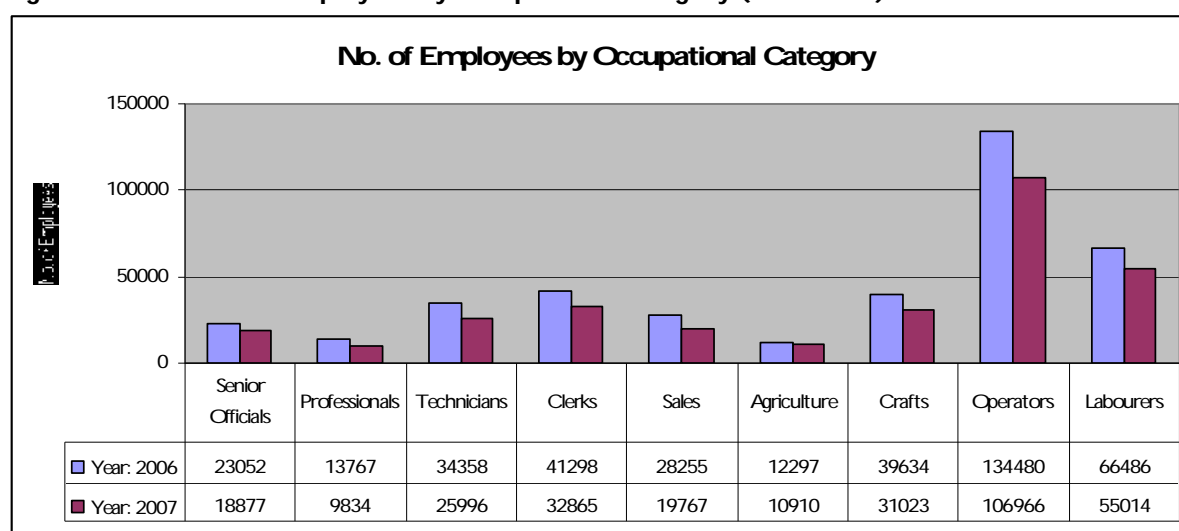


### 3.2.6 Employees by occupational category

**Table 5: Number and percentage of employees by occupational category**

Occupational category	2006		2007	
	No.	%	No.	%
Senior Officials	23052	5.9%	18877	6.1%
Professionals	13767	3.5%	9834	3.2%
Technicians	34358	8.7%	25996	8.4%
Clerks	41298	10.5%	32865	10.6%
Sales	28255	7.2%	19767	6.4%
Agriculture	12297	3.1%	10910	3.5%
Crafts	39634	10.1%	31023	10.0%
Operators	134480	34.2%	106966	34.4%
Labourers	66486	16.9%	55014	17.7%
<b>Total</b>	<b>393627</b>	<b>100%</b>	<b>311252</b>	<b>100%</b>

**Figure 10: Number of employees by occupational category (2006-2007)**



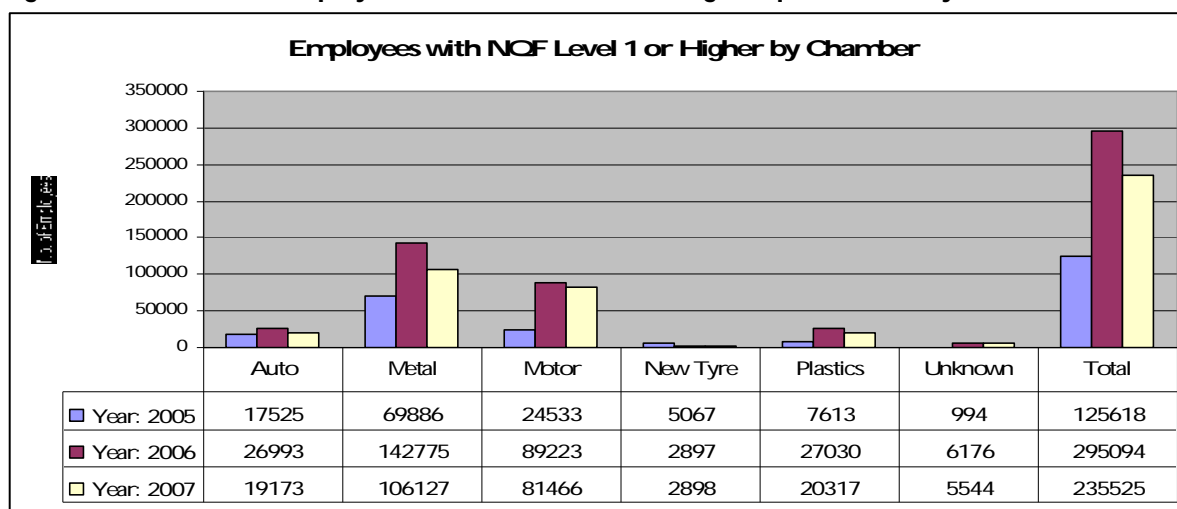
The majority of employees were employed as plant and machine operators and assemblers for both years where this information was provided. The second highest occupational category for both years with regard to the number of employees is that of labourers and related workers. Of interest is the observation that although this category has the second highest number of employees, these employees are almost half the number of plant and machine operators and assemblers. This is slightly encouraging as it shows some movement of workers away from elementary occupations into occupations that require some level of skills.

Professionals and agricultural and fishery workers have the least number of employees in the sector for both years. In addition, the table shows that there are fewer senior officials and managers in the sector than there are service and sales workers. This shows a sector that has a shortage of skills at the strategic and sector leadership levels.



### 3.3 Educational Qualifications of Employees in the Sector

Figure 11: Number of employees with NQF Level 1 or higher qualification by chamber

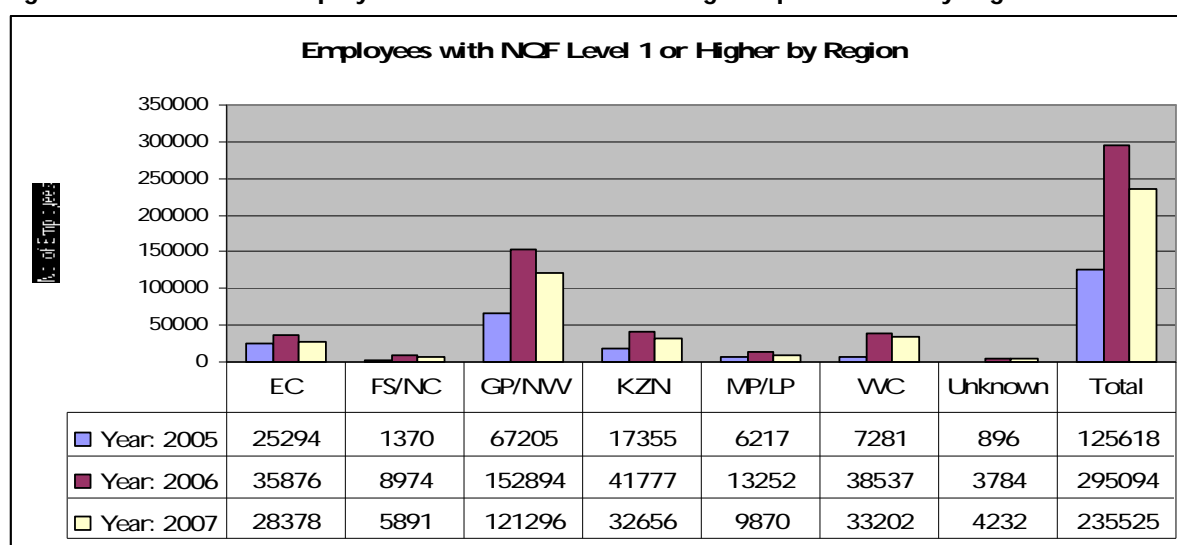


The majority of employees with an NQF Level 1 or higher qualification are found mostly in the Gauteng/North West region, followed by KwaZulu Natal, then the Western Cape, with the Free State/Northern Cape having the least number of employees with an NQF Level 1 or higher qualification.

Table 6: Number and percentage of employees with NQF Level 1 or higher by region

Region	2005		2006		2007	
	No.	%	No.	%	No.	%
EC	25294	20.1%	35876	12.2%	28378	12.0%
FS/NC	1370	1.1%	8974	3.0%	5891	2.5%
GP/NW	67205	53.5%	152894	51.8%	121296	51.5%
KZN	17355	13.8%	41777	14.2%	32656	13.9%
MP/LP	6217	4.9%	13252	4.5%	9870	4.2%
WC	7281	5.8%	38537	13.1%	33202	14.1%
Unknown	896	0.7%	3784	1.3%	4232	1.8%
<b>Total</b>	<b>125618</b>	<b>100%</b>	<b>295094</b>	<b>100%</b>	<b>235525</b>	<b>100%</b>

Figure 12: Number of employees with NQF Level 1 or higher qualification by region







### **3.4 Conclusion**

The sector is made up of a large number of small companies and a small number of large companies. Large companies account for more than 70% of the total employment in the sector. The rest of the employment is split between medium and small companies.

The sector profile show that the number of employees declined marginally in the three years under review. This was mainly due the fact that the number of WSP submissions also declined in this period.

The number of employees with NQF level 1 did not flow the same trend in the period. This was mainly as a result of inconsistent reporting by the companies.



## 4. SKILLS DEVELOPMENT IMPLEMENTATION IN THE SECTOR

### 4.1 Introduction

This section looks at what skills development initiatives have been implemented in the sector for the period under review with particular emphasis on planned and actual training that companies reported on in their WSPs and ATRs.

### 4.2 Planned training (2007)

#### 4.2.1 Planned training by occupational category

**Table 7: Planned training by occupational category (2007)**

Occupational Category	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Legislators, Senior Officials and Managers	1088	1.08%	513	1.88%	582	4.58%	6475	13.83%	8658	4.63%
Professionals	1115	1.11%	508	1.87%	709	5.58%	4393	9.39%	6725	3.59%
Technicians and Associated Professionals	5517	5.49%	2624	9.64%	1820	14.33%	8434	18.02%	18395	9.83%
Clerks and Administrative Workers	5302	5.28%	2495	9.17%	2038	16.05%	6501	13.89%	16336	8.73%
Sales and Service Workers	3397	3.38%	1250	4.59%	1065	8.39%	6048	12.92%	11760	6.28%
Agricultural and Fishery Workers	2691	2.68%	525	1.93%	254	2%	1934	4.13%	5404	2.89%
Crafts and Related Trades Workers	9070	9.03%	3145	11.56%	1228	9.67%	7716	16.49%	21159	11.31%
Plant and Machine Operators and Assemblers	54261	54.04%	12791	47%	4642	36.56%	4470	9.55%	76164	40.70%
Labourers and Related Workers	17974	17.9%	3366	12.37%	360	2.84%	832	1.78%	22532	12.04%
<b>Total</b>	<b>100415</b>	<b>100%</b>	<b>27217</b>	<b>100%</b>	<b>12698</b>	<b>100%</b>	<b>46803</b>	<b>100%</b>	<b>187133</b>	<b>100%</b>

Table 7 shows training that was planned in 2007 by occupational category and race. The table shows that the occupational category for which most training was planned was plant and machine operators and assemblers. This occupational category constituted 40.70% of the total training planned for that year. Agricultural and fishery workers constituted the lowest percentage of overall training for 2007, with its overall contribution being merely 2.89% of the total planned training, followed by professionals and managers.

In terms of racial breakdown, the planned training of African employees in the occupation of plant and machine operators and assemblers constituted 54.04% of the total training planned for Africans. African employees constituted more than 53% of the total training planned for employees in the sector.

Furthermore, there were more Coloured, Indian and White employees planned for training in all occupational categories except plant and machine operators and assemblers and elementary occupations. There is also not a lot of training planned for in the skilled occupational categories such as professionals, technicians and management.



**Figure 13: Percentage of employees planned to be trained by occupational category (2007)**

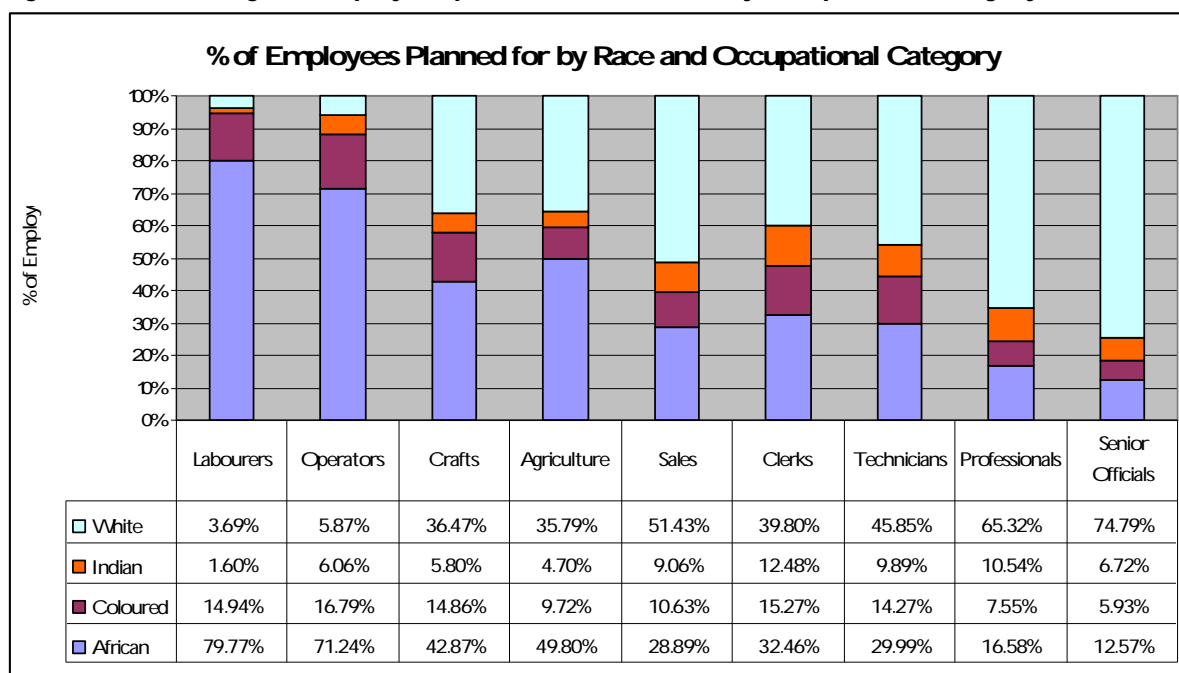


Figure 13 shows that of the total number of employees planned to be trained in the non-skilled and semi-skilled occupational categories, Africans are the majority of planned beneficiaries. As the occupational categories get towards the more skilled occupations, it can be seen that White and Indian employees become the majority of planned beneficiaries for those occupations.

#### 4.2.2 Actual training by occupational category

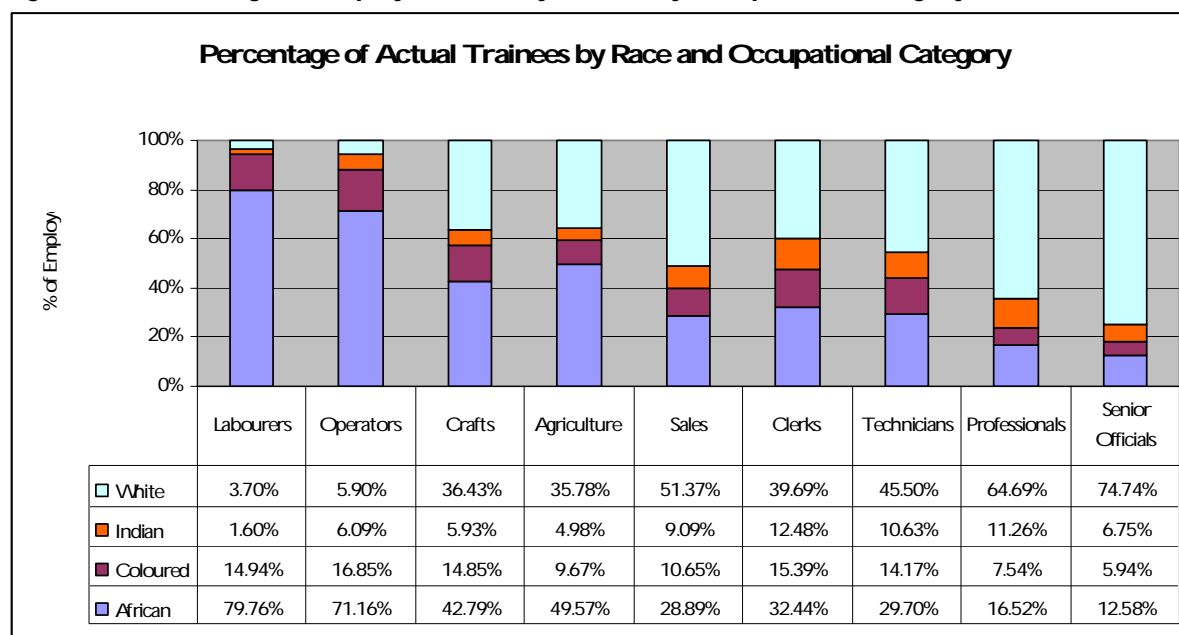
**Table 8: Actual training by occupational category (2007)**

Occupational Category	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Legislators, Senior Officials and Managers	1093	1.09%	516	1.88%	586	4.51%	6493	13.82%	8688	4.62%
Professionals	1124	1.12%	513	1.87%	766	5.89%	4402	9.37%	6805	3.62%
Technicians and Associated Professionals	5524	5.49%	2636	9.62%	1978	15.21%	8465	18.02%	18603	9.89%
Clerks and Administrative Workers	5334	5.30%	2531	9.24%	2052	15.78%	6527	13.90%	16444	8.74%
Sales and Service Workers	3406	3.38%	1256	4.59%	1072	8.24%	6057	12.89%	11791	6.27%
Agricultural and Fishery Workers	2696	2.68%	526	1.92%	271	2.08%	1946	4.14%	5439	2.89%
Crafts and Related Trades Workers	9095	9.03%	3157	11.53%	1260	9.69%	7742	16.48%	21254	11.3%
Plant and Machine Operators and Assemblers	54400	54.03%	12881	47.02%	4658	35.82%	4506	9.59%	76445	40.65%
Labourers and Related Workers	18022	17.9%	3376	12.32%	362	2.78%	835	1.78%	22595	12.01%
<b>Total</b>	<b>100694</b>	<b>100%</b>	<b>27392</b>	<b>100%</b>	<b>13005</b>	<b>100%</b>	<b>46973</b>	<b>100%</b>	<b>188064</b>	<b>100%</b>

Table 8 shows the number of employees actually trained in 2007 by occupation and race. According to this table there were approximately 1000 more employees trained than what was planned for in the WSP submissions. The number of employees actually trained was higher than that which was planned for across all racial groups, and this is also true for all other occupational categories.



**Figure 14: Percentage of employees actually trained by occupational category (2007)**



#### 4.2.3 Planned training by region

**Table 9: Planned training by region (2007)**

Region	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
EC	11005	10.96%	7848	28.83%	388	3.06%	5553	11.86%	24794	13.25%
FS/NC	1318	1.31%	331	1.22%	38	0.3%	751	1.6%	2438	1.3%
GP/NW	62600	62.34%	7026	25.81%	4387	34.55%	29022	62.01%	103035	55.06%
KZN	14747	14.69%	1536	5.64%	7434	58.54%	4947	10.57%	28664	15.32%
MP/LP	6034	6.01%	129	0.47%	204	1.61%	2790	5.96%	9157	4.89%
WC	3759	3.74%	10202	37.48%	151	1.19%	2472	5.28%	16584	8.86%
Unknown	952	0.95%	145	0.53%	96	0.76%	1268	2.71%	2461	1.32%
<b>Total</b>	<b>100415</b>	<b>100%</b>	<b>27217</b>	<b>100%</b>	<b>12698</b>	<b>100%</b>	<b>46803</b>	<b>100%</b>	<b>187133</b>	<b>100%</b>

Table 9 shows the number and percentage distribution of planned training by region and race. The Eastern and Western Cape regions show dominance of planned training of Coloured employees and KwaZulu Natal shows dominance in the training of Indian employees. The Free State/Northern Cape and the Mpumalanga/Limpopo regions show dominance in planned training of White and African employees.

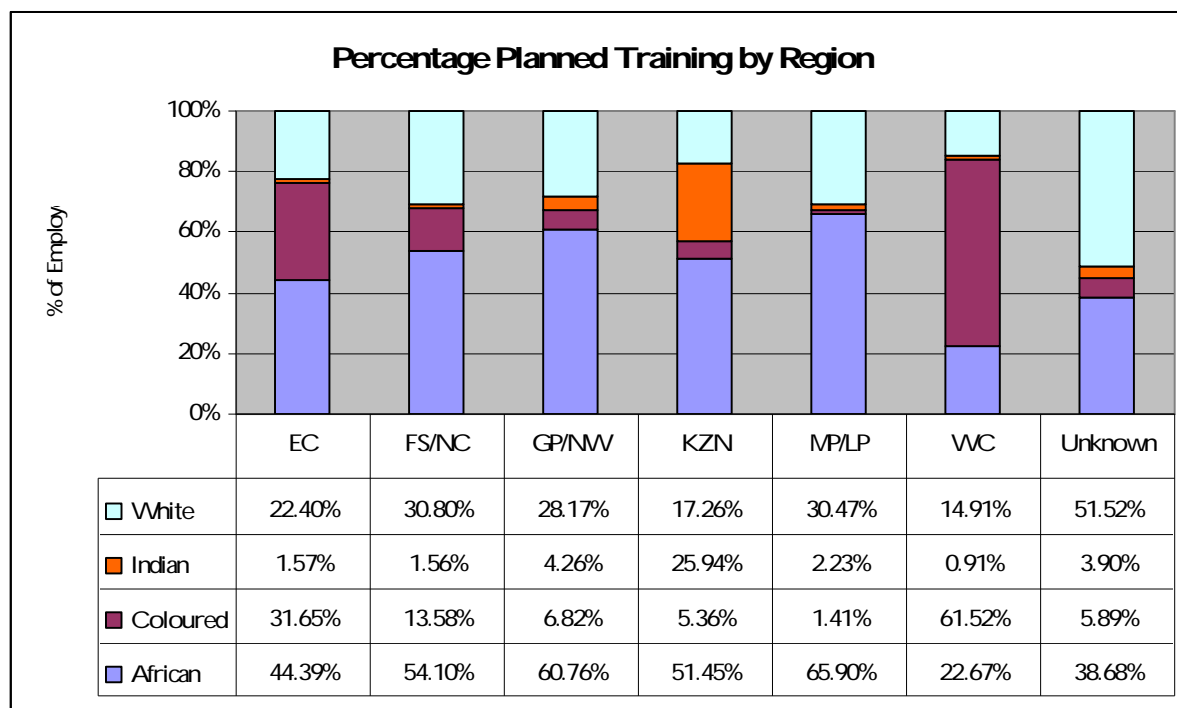
The table also shows that most planned training for all races is concentrated in the Gauteng/North West region, which is understandable taking into account that this is the region with the most number of employees in the sector. Of all African employees in the sector that were planned to be trained, 62.34% were in the Gauteng/North West region. This pattern can also be observed for White employees. However, for Coloured employees, the spread is split between Western Cape (37.48%), Eastern Cape (28.83%) and Gauteng/North West (25.81%).

More than half (58.54%) of all Indian employees planned for were in the KwaZulu Natal region with a significant percentage (34.55%) in the Gauteng/North West region.

Overall, the Table 3 shows that just over half of the planned training in 2007 was for African employees (53.7%), followed by Whites (25%), Coloureds (14.5%) and then Indian employees (6.8%).



**Figure 15: Percentage of planned training by region (2007)**



Africans constitute the majority of employees that were planned to be trained in all regions except Western Cape where Coloured employees are the majority of employees planned to be trained.

#### 4.2.4 Actual training by region

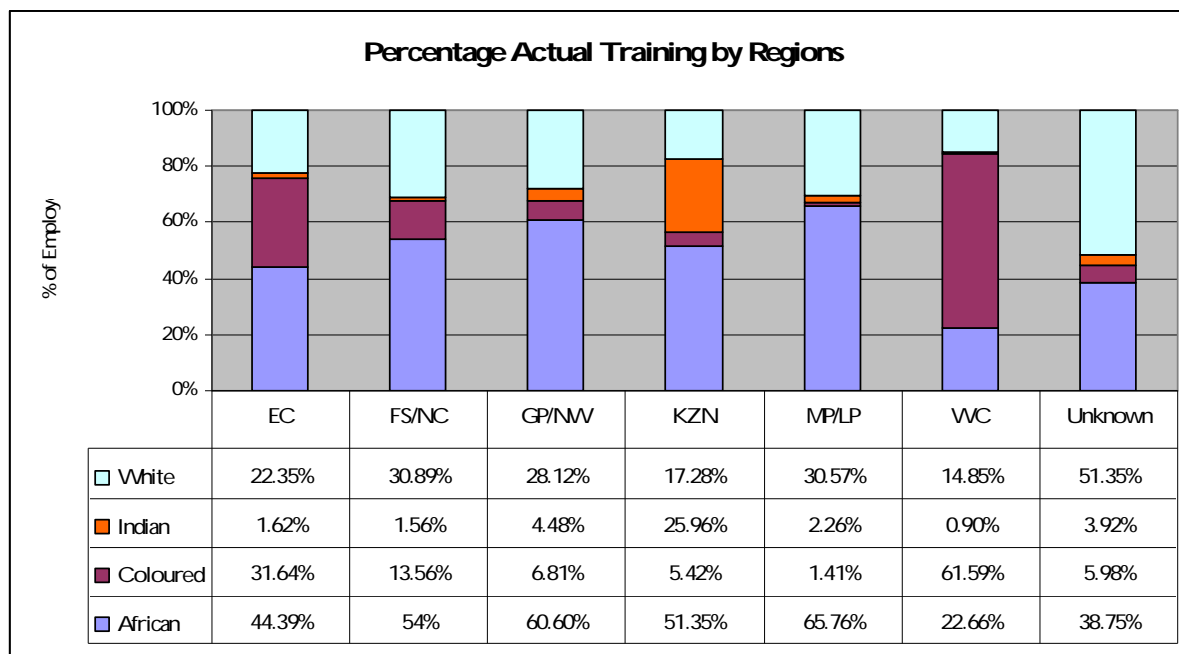
**Table 10: Actual training by region (2007)**

Region	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
EC	11080	11%	7898	28.83%	404	3.11%	5580	11.88%	24962	13.27%
FS/NC	1318	1.31%	331	1.21%	38	0.29%	754	1.61%	2441	1.3%
GP/NW	62725	62.29%	7048	25.73%	4635	35.64%	29104	61.96%	103512	55.04%
KZN	14782	14.68%	1559	5.69%	7472	57.45%	4975	10.59%	28788	15.31%
MP/LP	6048	6.01%	130	0.47%	208	1.6%	2811	5.98%	9197	4.89%
WC	3782	3.76%	10278	37.52%	151	1.16%	2478	5.28%	16689	8.87%
Unknown	959	0.95%	148	0.54%	97	0.75%	1271	2.71%	2475	1.32%
<b>Total</b>	<b>100694</b>	<b>100%</b>	<b>27392</b>	<b>100%</b>	<b>13005</b>	<b>100%</b>	<b>46973</b>	<b>100%</b>	<b>188064</b>	<b>100%</b>

Table 10 shows actual training by region and race and the data was extracted from ATR submissions for that year. Actual training by region and race in 2007 was higher than what was planned for. The table also shows the dominance of training of Coloured employees in the Eastern and Western Cape regions, Indian employees in KwaZulu Natal and African and White employees in the Free State/Northern Cape and Mpumalanga/Limpopo regions.



**Figure 16: Percentage of actual training by region (2007)**



What also emerges from the figures above is that there is a significant number of White and African employees whose regional location cannot be accounted for from the information available.

#### 4.2.5 Planned training by chamber

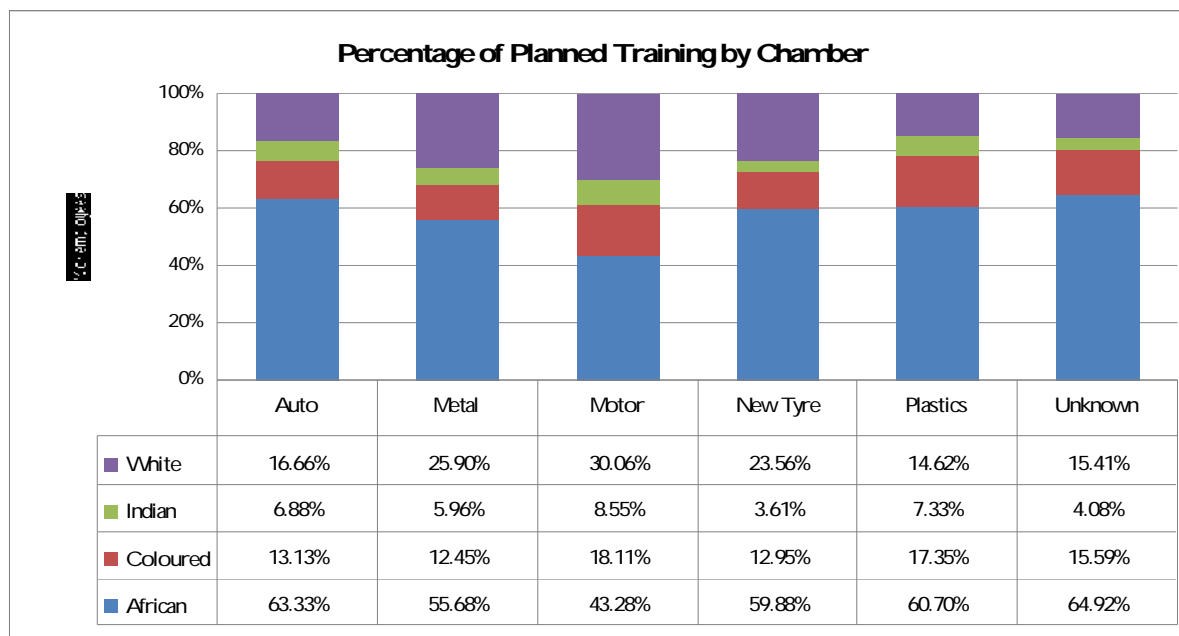
**Table 11: Planned training by chamber (2007)**

Chamber	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Auto	12368	12.32%	2564	9.42%	1344	10.58%	3254	6.95%	19530	10.44%
Metal	51409	51.20%	11495	42.23%	5506	43.36%	23915	51.10%	92325	49.34%
Motor	22740	22.65%	9513	34.95%	4494	35.39%	15795	33.75%	52542	28.08%
New Tyre	3268	3.25%	707	2.6%	197	1.55%	1286	2.75%	5458	2.92%
Plastics	8435	8.4%	2411	8.86%	1019	8.02%	2032	4.34%	13897	7.43%
Unknown	2195	2.19%	527	1.94%	138	1.09%	521	1.11%	3381	1.81%
<b>Total</b>	<b>100415</b>	<b>100%</b>	<b>27217</b>	<b>100%</b>	<b>12698</b>	<b>100%</b>	<b>46803</b>	<b>100%</b>	<b>187133</b>	<b>100%</b>

Table 11 shows that the majority of planned training was in the Metal chamber, which is the largest chamber in the sector. There is also a lower percentage of planned training by other chambers, including the unknown category, and the actual numbers need to be looked at in proportion to the actual size of the chamber in terms of the number employees represented to get a more realistic perspective.



Figure 17: Percentage of planned training by chamber (2007)



#### 4.2.6 Actual training by chamber

Table 12: Actual training by chamber (2007)

Chamber	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Auto	12384	12.30%	2575	9.40%	1360	10.46%	3259	6.94%	19578	10.41%
Metal	51561	51.21%	11574	42.25%	5607	43.11%	24009	51.11%	92751	49.32%
Motor	22805	22.65%	9558	34.89%	4677	35.96%	15837	33.72%	52877	28.12%
New Tyre	3295	3.27%	708	2.58%	197	1.51%	1300	2.77%	5500	2.92%
Plastics	8453	8.39%	2435	8.89%	1026	7.89%	2045	4.35%	13959	7.42%
Unknown	2196	2.18%	542	1.98%	138	1.06%	523	1.11%	3399	1.81%
<b>Total</b>	<b>100694</b>	<b>100%</b>	<b>27392</b>	<b>100%</b>	<b>13005</b>	<b>100%</b>	<b>46973</b>	<b>100%</b>	<b>188064</b>	<b>100%</b>

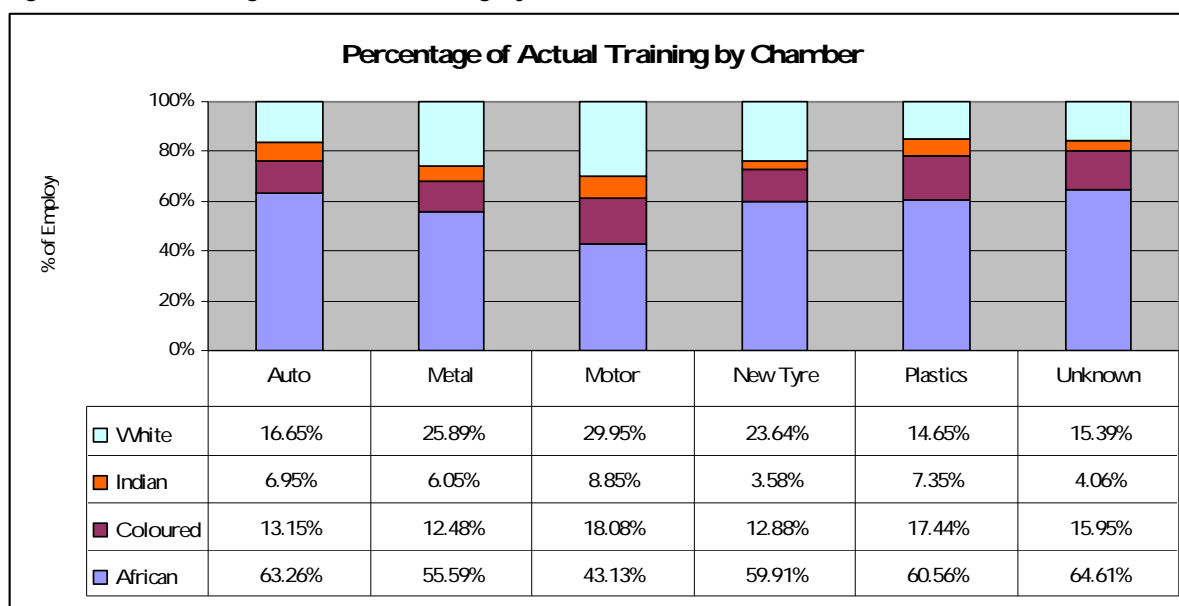
There was generally an increase in the number of employees trained per chamber compared to what was planned in the WSP. The majority of actual training was in the Metal chamber as planned for in the WSP.

What is interesting is that in the New Tyre chamber, all the employees from the companies that submitted WSPs were planned to be trained, that is, all employees in the chamber were to be trained.

Table 12 also shows that in the Auto and Plastics chambers, there was a lesser proportion of trained White employees compared to African employees. In the Motor chamber there was a larger proportion of White, Indian and Coloured employees that received training than African employees. In addition, there are also a larger proportion of African employees that received training than White, Indian and Coloured employees in the New Tyre chamber. These results are consistent with what was planned in the WSP.



Figure 18: Percentage of actual training by chamber



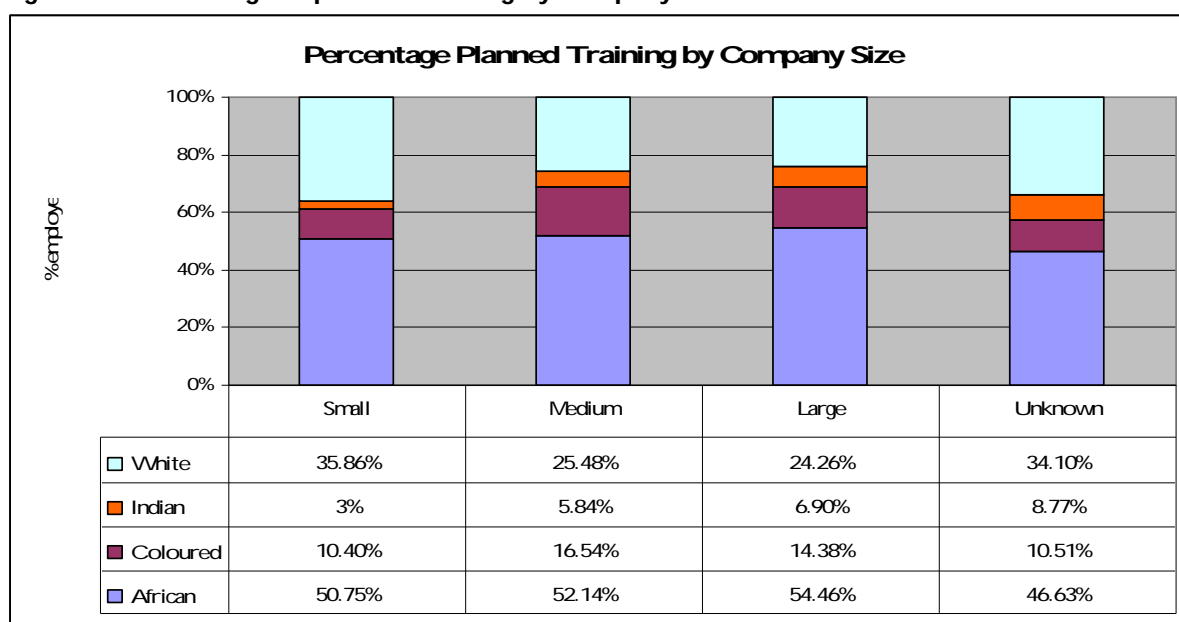
#### 4.2.7 Planned training by company size

Table 13: Planned training by company size (2007)

Company Size	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Small	576	0.57%	118	0.43%	34	0.27%	407	0.87%	1135	0.61%
Medium	16794	16.72%	5329	19.58%	1880	14.81%	8208	17.54%	32211	17.21%
Large	78860	78.53%	20827	76.52%	9997	78.73%	35128	75.06%	144812	77.38%
Unknown	4185	4.17%	943	3.46%	787	6.20%	3060	6.54%	8975	4.80%
<b>Total</b>	<b>100415</b>	<b>100%</b>	<b>27217</b>	<b>100%</b>	<b>12698</b>	<b>100%</b>	<b>46803</b>	<b>100%</b>	<b>187133</b>	<b>100%</b>

Most of the planned training is concentrated in large companies, those with more than 150 employees. This is followed by medium-sized companies and the smallest percentage of planned training is by small companies.

Figure 19: Percentage of planned training by company size







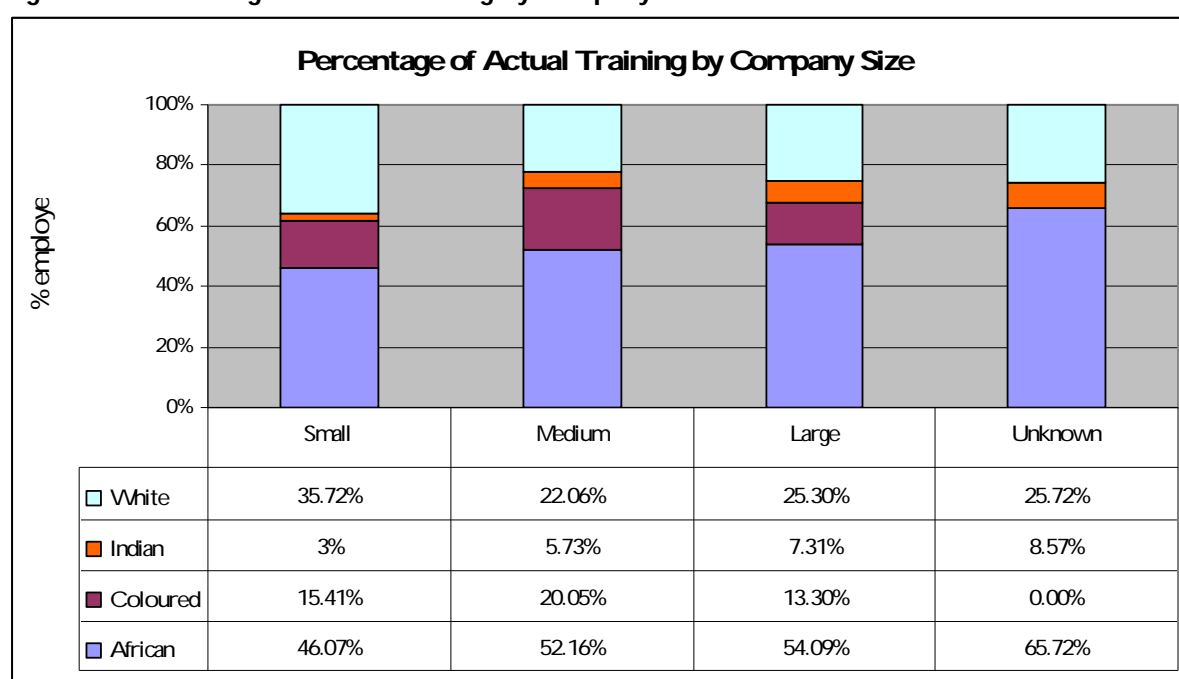
## 4.2.8 Actual training by company size

**Table 14: Actual training by company size (2007)**

Company Size	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Small	2155	2.14%	721	2.63%	131	1.01%	1671	3.56%	4678	2.49%
Medium	17648	17.53%	6782	24.76%	1939	14.91%	7463	15.89%	33832	17.99%
Large	80868	80.31%	19889	72.61%	10932	84.06%	37830	80.54%	149519	79.50%
Unknown	23	0.02%	0	0	3	0.02%	9	0.02%	35	0.02%
<b>Total</b>	<b>100694</b>	<b>100%</b>	<b>27392</b>	<b>100%</b>	<b>13005</b>	<b>100%</b>	<b>46973</b>	<b>100%</b>	<b>188064</b>	<b>100%</b>

There were more employees trained in large companies than in smaller and medium-sized ones. Actual training in medium-sized companies was more than small companies. More White and African employees in small companies were trained than Coloured and Indian employees. Overall, there were more African and White employees trained than Coloured and Indian employees.

**Figure 20: Percentage of actual training by company size**





#### 4.2.9 Planned training by occupational category and chamber

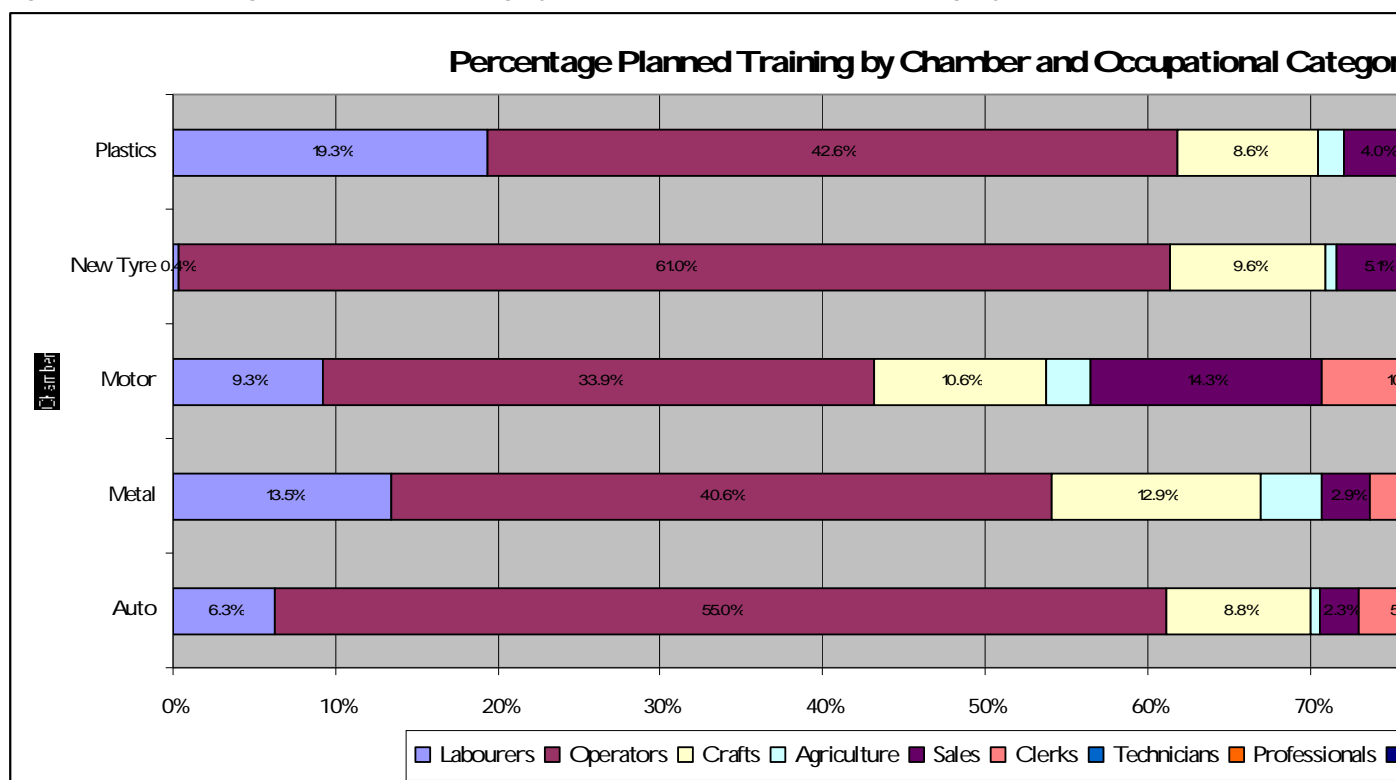
**Table 15: Planned training by occupational category and chamber (2007)**

Occupational Category	Chamber												Total	
	Auto		Metal		Motor		New Tyre		Plastics		Unknown			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Legislators, Senior Officials and Managers	661	3.38%	4504	4.88%	2609	4.97%	78	1.43%	663	4.77%	143	4.23%	8658	4.63%
Professionals	1530	7.83%	2678	2.90%	1891	3.60%	255	4.67%	295	2.12%	76	2.25%	6725	3.59%
Technicians and Associated Professionals	1942	9.94%	8980	9.73%	5415	10.31%	623	11.41%	1207	8.69%	228	6.74%	18395	9.83%
Clerks and Administrative Workers	1143	5.85%	8173	8.85%	5442	10.36%	312	5.72%	1156	8.32%	110	3.25%	16336	8.73%
Sales and Service Workers	455	2.33%	2690	2.91%	7508	14.29%	278	5.09%	552	3.97%	277	8.19%	11760	6.28%
Agricultural and Fishery Workers	129	0.66%	3497	3.79%	1433	2.73%	40	0.73%	228	1.64%	77	2.28%	5404	2.89%
Crafts and Related Trades Workers	1716	8.79%	11906	12.90%	5550	10.56%	522	9.56%	1194	8.59%	271	8.02%	21159	11.31%
Plant and Machine Operators and Assemblers	10731	54.95%	37471	40.59%	17832	33.94%	3329	60.99%	5914	42.56%	887	26.23%	76164	40.70%
Labourers and Related Workers	1223	6.26%	12426	13.46%	4862	9.25%	21	0.38%	2688	19.34%	1312	38.81%	22532	12.04%
Total	19530	100%	92325	100%	52542	100%	5458	100%	13897	100%	3381	100%	187133	100%

Table 15 is intended to give an overview of training planned in the sector in 2007 according to WSP information. The table shows that 76164 employees (almost 55% of all employees planned to be trained by the Auto chamber) were planned for training in the field of plant and machine operators and assemblers, which is the highest number of employees trained in an occupational category for that year. In agricultural and fishery workers occupation, there were 5404 employees planned for training in 2007 and this is the least amount of employees trained in an occupational category.



Figure 21: Percentage of planned training by chamber and occupational category



The only chamber that shows significant numbers of planned training for sales workers is the Motor chamber with relatively larger numbers for the planned training of technicians and associated professionals.

Analysis of a representative sample of WSPs and ATRs submitted by merSETA member companies (2005-2007)



#### 4.2.10 Actual training by occupational category and chamber

**Table 16: Actual training by occupational category and chamber (2007)**

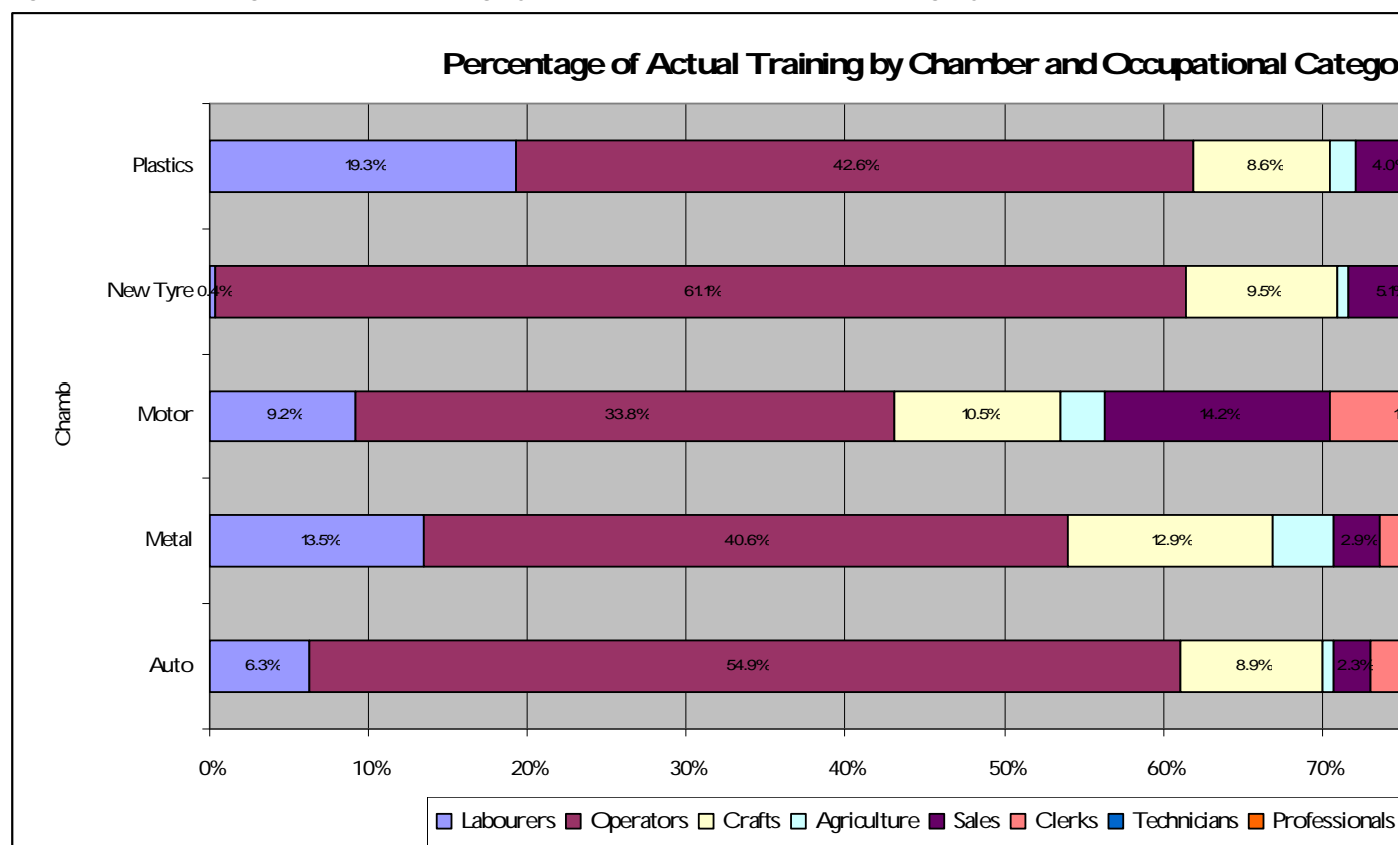
Occupational Category	Chamber								
	Auto		Metal		Motor		New Tyre		Plastic
	No.	%	No.	%	No.	%	No.	%	No.
Legislators, Senior Officials and Managers	662	3.38%	4512	4.86%	2627	4.97%	78	1.42%	665
Professionals	1531	7.82%	2745	2.96%	1897	3.59%	257	4.67%	299
Technicians and Associated Professionals	1945	9.93%	9017	9.72%	5577	10.55%	625	11.36%	1208
Clerks and Administrative Workers	1147	5.86%	8224	8.87%	5465	10.34%	318	5.78%	1168
Sales and Service Workers	456	2.33%	2696	2.91%	7529	14.24%	278	5.05%	553
Agricultural and Fishery Workers	129	0.66%	3512	3.79%	1452	2.75%	40	0.73%	229
Crafts and Related Trades Workers	1743	8.90%	11957	12.89%	5562	10.52%	524	9.53%	1197
Plant and Machine Operators and Assemblers	10742	54.87%	37617	40.56%	17896	33.84%	3359	61.07%	5944
Labourers and Related Workers	1223	6.25%	12471	13.45%	4872	9.21%	21	0.38%	2696
<b>Total</b>	<b>19578</b>	<b>100%</b>	<b>92751</b>	<b>100%</b>	<b>52877</b>	<b>100%</b>	<b>5500</b>	<b>100%</b>	<b>13959</b>

Table 16 shows that 76445 employees were trained as plant and machine operators and assemblers, which was the highest number of employees trained in an occupational category for that year. In agricultural and fishery workers occupation, there were 5439 employees trained in an occupational category.

The table also shows 92751 employees were trained across all occupational groups in the Metal chamber. This shows that 92751 employees in the sector in 2007 were from the Metal chamber. In addition, the table shows that 5500 employees were trained in the New Tyre chamber, which demonstrates the least amount of training in the table. However, when considering the overall size of the New Tyre chamber, this figure is not low. It is possibly fairly representative of the chamber size itself.



Figure 22: Percentage of actual training by chamber and occupational category



The Motor chamber shows higher percentages than other chambers in the training of technicians and senior managers. The New Tyre chamber shows higher percentages for the actual training of professionals.

Analysis of a representative sample of WSPs and ATRs submitted by merSETA member companies (2005-2007)



#### 4.2.11 Skills priorities (2007)

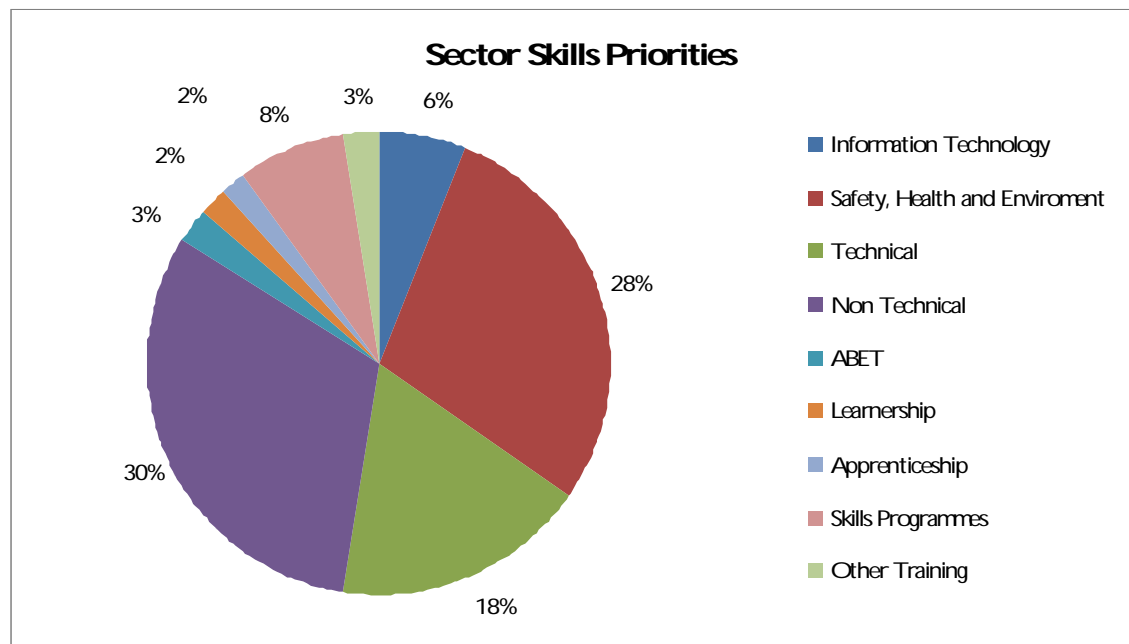
The WSP template provided by merSETA asks companies to list education and training priorities that they have identified. The table and graph below presents skills priorities as identified by companies in 2007.

**Table 17: Frequency of training priorities for 2007**

Skills Priority Number	Training Priorities	Frequency	Percentage
1	Information Technology	20554	6.18%
2	Safety, Health and Environment	94758	28.48%
3	Technical	59614	17.92%
4	Non technical	103995	31.25%
5	ABET	8683	2.61%
6	Learnership	6422	1.93%
7	Apprenticeship	5239	1.57%
8	Skills Programme	24988	7.51%
9	Other Training	8488	2.55%
<b>Total</b>		<b>332741</b>	<b>100%</b>

Table 17 shows that 31% of training was planned to enhance the non-technical skills of employees, suggesting that this was the top priority area for companies who submitted WSPs. In addition, 28% of all planned training was in the area of safety, health and environment (SHE) in the sector and 18% was planned for technical skills. This shows a shift from the skills priorities in 2006 where the priority area was safety, health and environment and non-technical skills was the second highest priority (see Figure 23). For 2007, this was reversed and non-technical skills became a greater priority for most companies in the sector.

**Figure 23: Sector training priorities (2007)**





### 4.3 Planned Training (2006)

#### 4.3.1 Planned Training by Occupational category

**Table 18: Planned training by occupational category (2006)**

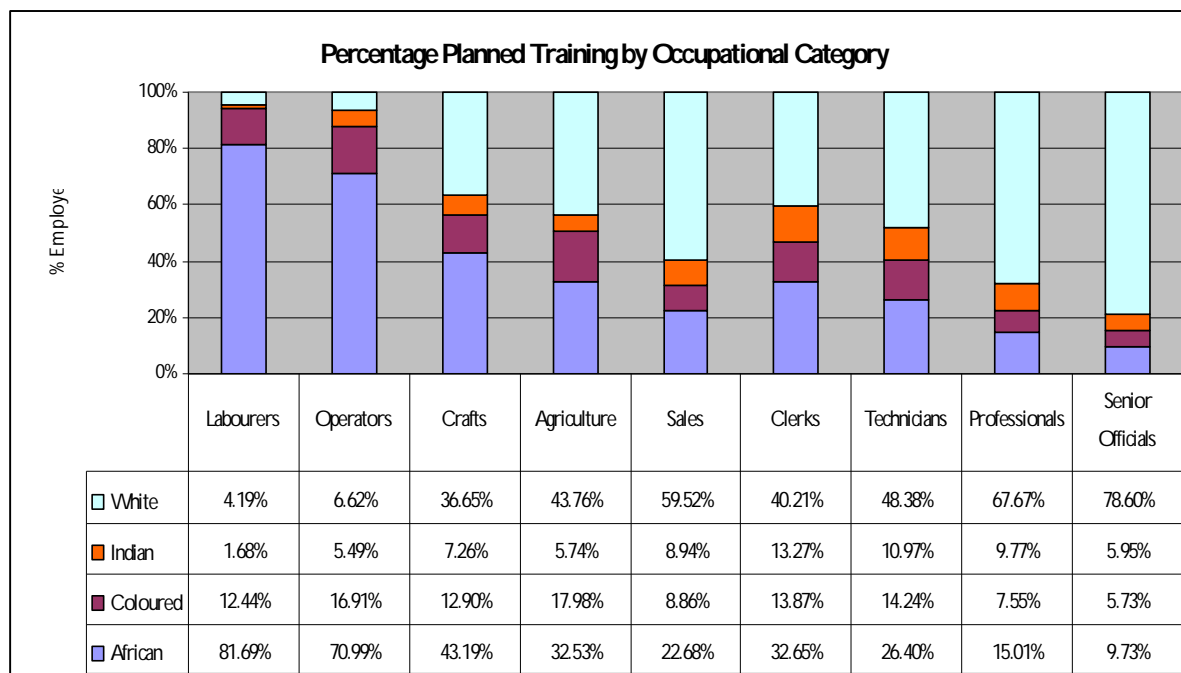
Occupational Category	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Legislators, Senior Officials and Managers	985	0.97%	580	2.09%	602	4.23%	7960	13.71%	10127	5.03%
Professionals	1396	1.38%	702	2.54%	908	6.39%	6292	10.84%	9298	4.62%
Technicians and Associated Professionals	5566	5.49%	3002	10.84%	2312	16.26%	10204	17.58%	21084	10.47%
Clerks and Administrative Workers	5935	5.85%	2522	9.11%	2413	16.97%	7309	12.59%	18179	9.03%
Sales and Service Workers	3459	3.41%	1351	4.88%	1364	9.59%	9078	15.64%	15252	7.57
Agricultural and Fishery Workers	1225	1.21%	677	2.45%	216	1.52%	1648	2.84%	3766	1.87%
Crafts and Related Trades Workers	11394	11.23%	3403	12.29%	1914	13.46%	9668	16.65%	26379	13.10%
Plant and Machine Operators and Assemblers	53182	52.44%	12666	45.75%	4111	28.92%	4956	8.54%	74915	37.20%
Labourers and Related Workers	18280	18.02%	2783	10.05%	376	2.64%	937	1.61%	22376	11.11%
<b>Total</b>	<b>101422</b>	<b>100%</b>	<b>27686</b>	<b>100%</b>	<b>14216</b>	<b>100%</b>	<b>58052</b>	<b>100%</b>	<b>201376</b>	<b>100%</b>

Table 18 shows that in 2006 the occupational category in which most training was planned for was in plant and machine operators and assemblers. This occupational category constituted 37.20% of the total training planned for that year. Conversely, agricultural and fishery workers constituted the lowest percentage of overall training for 2006, with its overall contribution being 1.87% of the total training planned for 2006.

With regard to the racial breakdown, planned training for Africans in the plant and machine operators and assemblers occupational category constituted 52.44% of the total planned training for this category. On the other hand, 0.97% of Africans were planned to be trained as senior officials and managers. For this and similar skilled occupational categories such as professionals, technicians, craft and trade workers, there were more Coloured, Indian and White employees planned for than for African employees.



**Figure 24: Percentage of planned training by occupational category (2006)**



#### 4.3.2 Actual training by occupational category

**Table 19: Actual training by occupational category (2006)**

Occupational Category	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Legislators, Senior Officials and Managers	997	0.96%	581	2.08%	610	4.19%	8030	13.70%	10218	4.99%
Professionals	1404	1.36%	702	2.51%	929	6.38%	6338	10.81%	9373	4.58%
Technicians and Associated Professionals	5567	5.47%	3019	10.81%	2383	16.37%	10332	17.63%	21401	10.46%
Clerks and Administrative Workers	6005	5.80%	2560	9.17%	2430	16.69%	7406	12.64%	18401	8.99%
Sales and Service Workers	3565	3.44%	1400	5.01%	1423	9.78%	9168	15.64%	15556	7.60%
Agricultural and Fishery Workers	1232	1.19%	679	2.43%	217	1.49%	1661	2.83%	3789	1.85%
Crafts and Related Trades Workers	11525	11.13%	3422	12.25%	1927	13.24%	9715	16.58%	26589	13.00%
Plant and Machine Operators and Assemblers	54567	52.72%	12770	45.72%	4258	29.25%	5004	8.54%	76599	37.44%
Labourers and Related Workers	18546	17.92%	2798	10.02%	380	2.61%	958	1.63%	22682	11.09%
<b>Total</b>	<b>103508</b>	<b>100%</b>	<b>27931</b>	<b>100%</b>	<b>14557</b>	<b>100%</b>	<b>58612</b>	<b>100%</b>	<b>204608</b>	<b>100%</b>

Generally, there was more training by occupational category than what was planned for in 2006. Planned training in total constituted 201376 employees and the number of actual trained employees totalled 204608, approximately 1.02% more employees trained in 2006 than what was planned for in the WSP.

Similar to the planned information in the WSP, actual training shows that most training occurred in the plant and machine operators and assemblers occupational category. Actual training in this occupation constituted 37.44% of the total training that took place in 2006. The number of employees trained in this occupation was more than what was planned by the WSP. That is, more

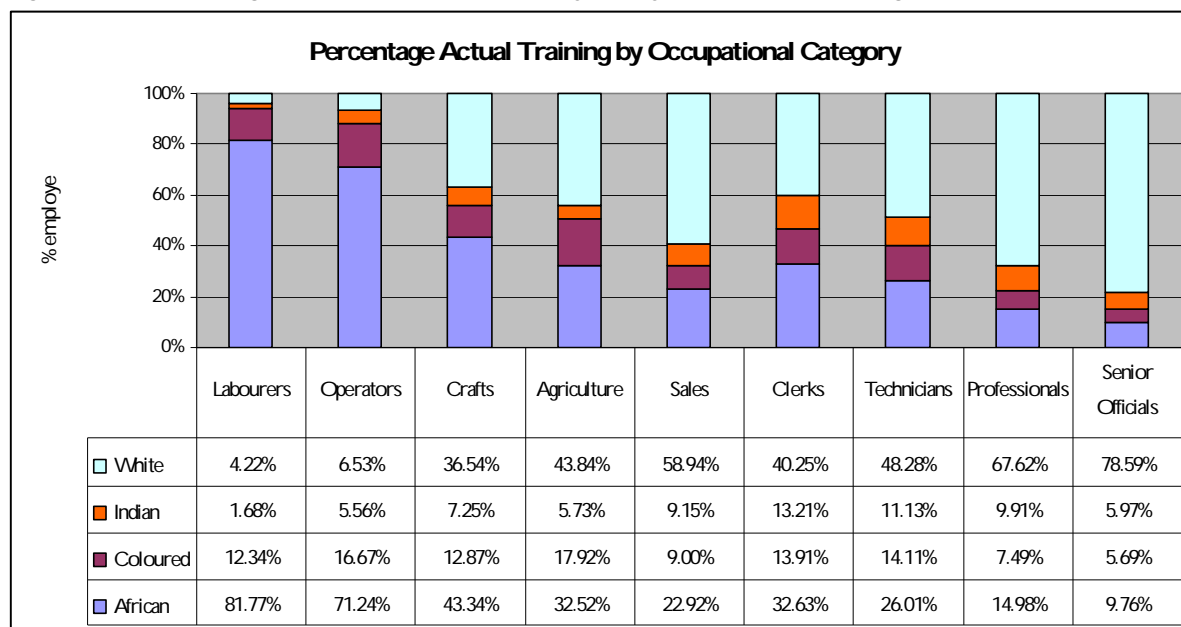




Africans, Coloureds, Indians and Whites were trained as plant and machine operators and assemblers than what was planned (see Table 19).

As per WSP, there was a larger proportion of Coloureds, Indians and Whites trained in skilled and managerial occupations than for Africans.

**Figure 25: Percentage of actual trained employees by occupational categories**



### 4.3.3 Planned Training by Region

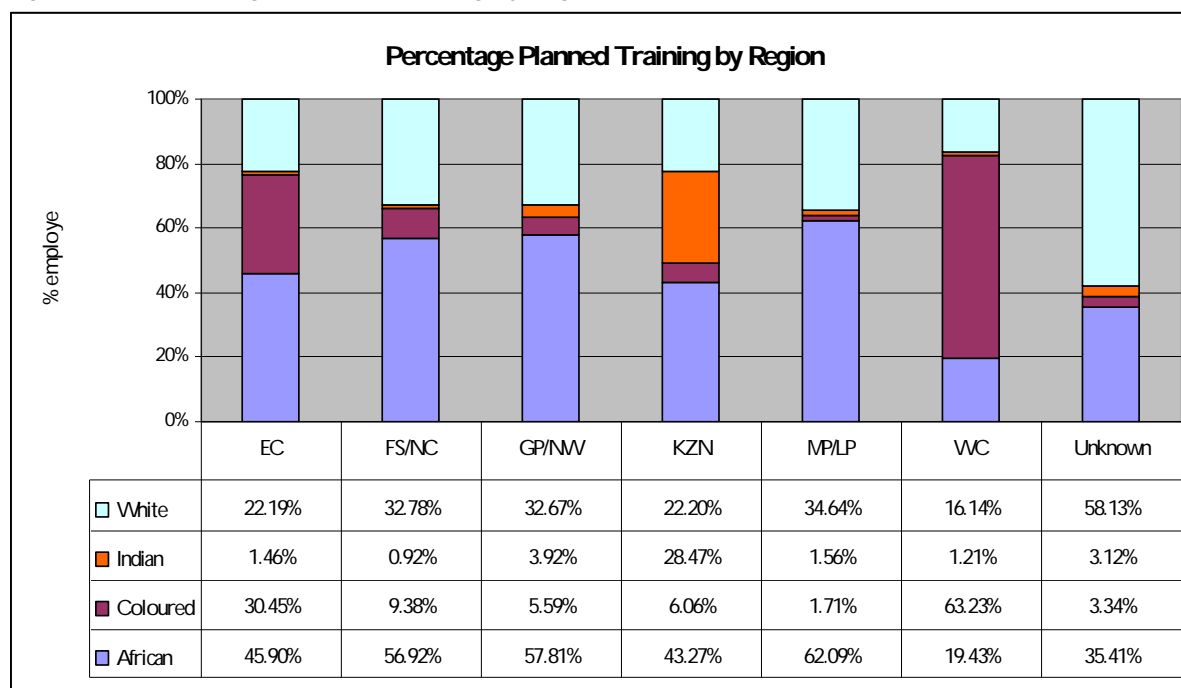
**Table 20: Planned training by region (2006)**

Region	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
EC	11753	11.59%	7797	28.16%	374	2.63%	5683	9.79%	25607	12.72%
FS/NC	1608	1.59%	265	0.96%	26	0.18%	926	1.60%	2825	1.40%
GP/NW	62933	62.05%	6088	21.99%	4270	30.04%	35565	61.26%	108856	54.06%
KZN	13742	13.55%	1926	6.96%	9042	63.60%	7052	12.15%	31762	15.77%
MP/LP	6504	6.41%	179	0.65%	163	1.15%	3629	6.25%	10475	5.20%
WC	3473	3.42%	11298	40.81%	217	1.53%	2884	4.97%	17872	8.87%
Unknown	1409	1.39%	133	0.48%	124	0.87%	2313	3.98%	3979	1.98%
<b>Total</b>	<b>101422</b>	<b>100%</b>	<b>27686</b>	<b>100%</b>	<b>14216</b>	<b>100%</b>	<b>58052</b>	<b>100%</b>	<b>201376</b>	<b>100%</b>

The Eastern and Western Cape regions show dominance of planned training for Coloured employees. The Free State/Northern Cape and the Mpumalanga/Limpopo regions show a preference for the training of White and African employees and KwaZulu Natal leans towards the training of more Indian employees.



**Figure 26: Percentage planned training by region**



#### 4.3.4 Actual training by region

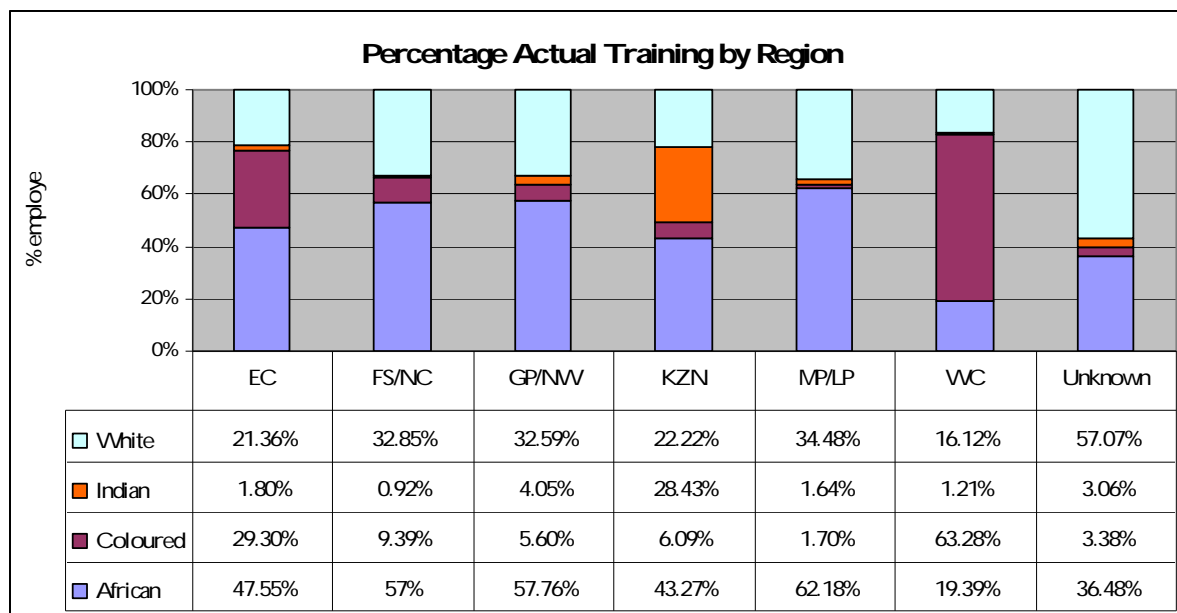
**Table 21: Actual training by region (2006)**

Region	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
EC	12731	12.30%	7844	28.08%	481	3.30%	5718	9.76%	26774	13.09%
FS/NC	1611	1.56%	266	0.95%	26	0.18%	931	1.59%	2834	1.39%
GP/NW	63812	61.65%	6191	22.17%	4473	30.73%	36003	61.43%	110479	54.00%
KZN	13793	13.33%	1940	6.95%	9061	62.24%	7082	12.08%	31876	15.58%
MP/LP	6589	6.37%	180	0.64%	174	1.20%	3653	6.23%	10596	5.18%
WC	3484	3.37%	11372	40.72%	217	1.49%	2897	4.94%	17970	8.78%
Unknown	1488	1.44%	138	0.49%	125	0.86%	2328	3.97%	4079	1.99%
<b>Total</b>	<b>103508</b>	<b>100%</b>	<b>27931</b>	<b>100%</b>	<b>14557</b>	<b>100%</b>	<b>58612</b>	<b>100%</b>	<b>204608</b>	<b>100%</b>

Table 21 shows the dominance of training of Coloured employees in the Eastern and Western Cape regions, Indian employees in KwaZulu Natal and African and White employees in the Free State/Northern Cape and Mpumalanga/Limpopo regions. In summary, actual training by region and race in 2006 was higher than what was planned for.



**Figure 27: Percentage actual training by region**



#### 4.3.5 Planned training by chamber

**Table 22: Planned training by chamber (2006)**

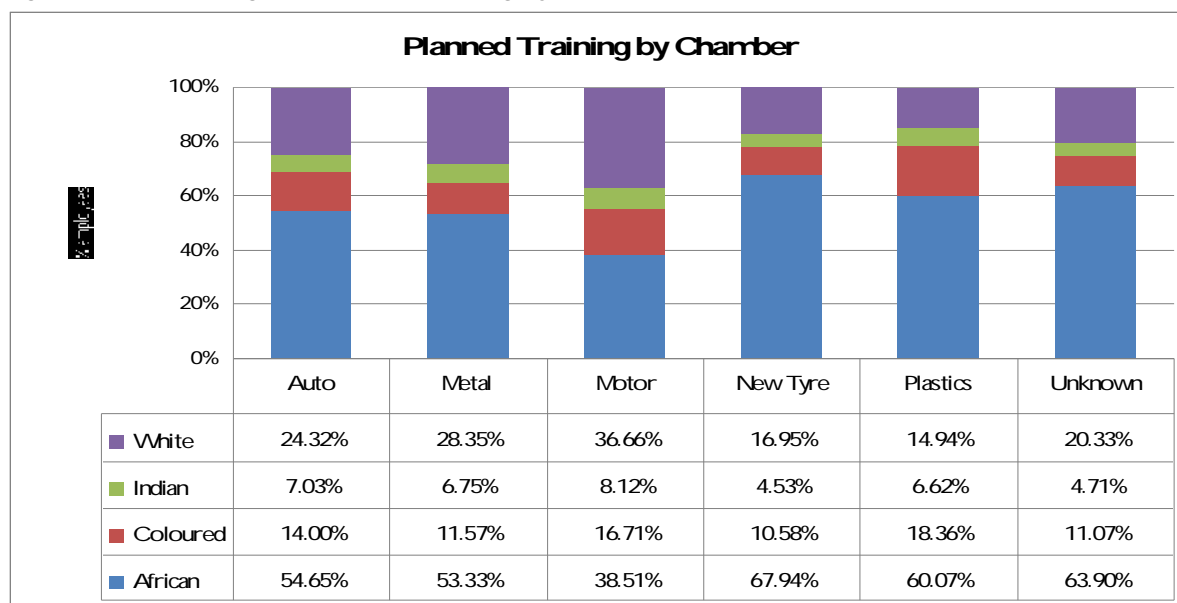
Chamber	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Auto	11748	11.58%	3010	10.87%	1511	10.63%	5229	9.01%	21498	10.68%
Metal	52754	52.01%	11451	41.36%	6681	47%	28043	48.31%	98929	49.13%
Motor	21923	21.62%	9515	34.37%	4621	32.51%	20871	35.95%	56930	28.27%
New Tyre	3571	3.52%	556	2.01%	238	1.67%	891	1.53%	5256	2.61%
Plastics	8874	8.75%	2712	9.80%	977	6.87%	2206	3.80%	14769	7.33%
Unknown	2552	2.52%	442	1.60%	188	1.32%	812	1.40%	3994	1.98%
<b>Total</b>	<b>101422</b>	<b>100%</b>	<b>27686</b>	<b>100%</b>	<b>14216</b>	<b>100%</b>	<b>58052</b>	<b>100%</b>	<b>201376</b>	<b>100%</b>

The majority of planned training was in the Metal chamber. Table 22 also shows that a large proportion of African employees were planned to be trained in the New Tyre, Auto and Metal chambers than all other races. Conversely, in the Motor chamber there were more White employees to be trained, and in the Plastics chamber there were more Coloured employees to be trained.

Almost half (49.13%) of total training planned for 2006 in the sector was in the Metal chamber, followed by the Motor chamber with the New Tyre chamber representing 2.61% of employees planned to be trained. The number of employees to be trained in the New Tyre chamber should be looked at in proportion to the size of this chamber.



**Figure 28: Percentage of planned training by chamber**



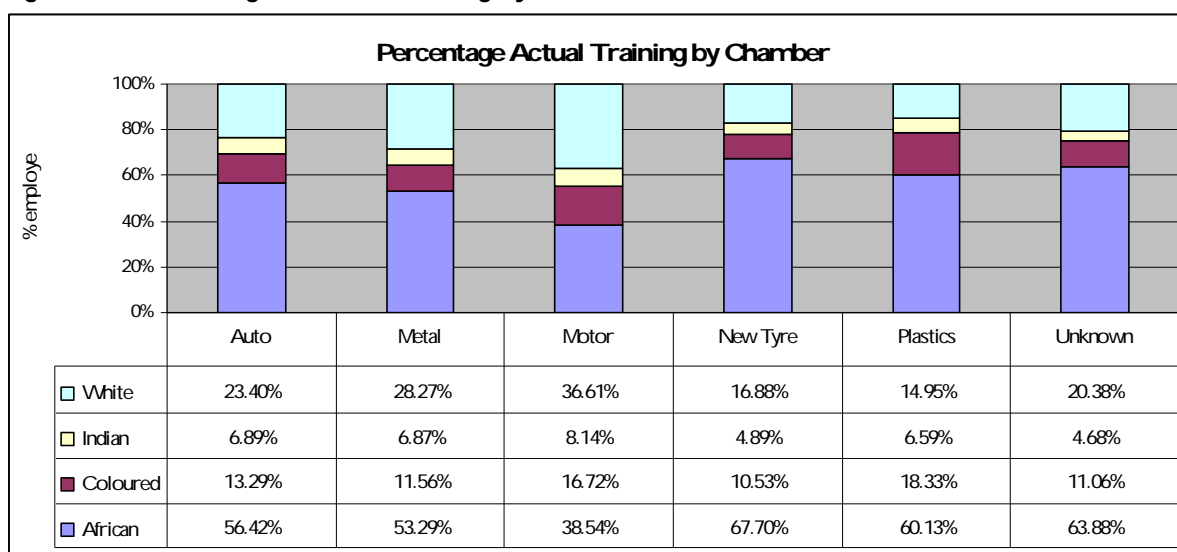
#### 4.3.6 Actual training by chamber

**Table 23: Actual training by chamber (2006)**

Chamber	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Auto	12847	12.41%	3026	10.83%	1569	10.78%	5328	9.09%	22770	11.13%
Metal	53538	51.72%	11615	41.58%	6905	47.43%	28400	48.45%	100458	49.10%
Motor	22062	21.31%	9569	34.26%	4659	32.01%	20956	35.75%	57246	27.98%
New Tyre	3573	3.45%	556	1.99%	258	1.77%	891	1.52%	5278	2.58%
Plastics	8924	8.62%	2721	9.74%	978	6.72%	2219	3.79%	14842	7.25%
Unknown	2564	2.48%	444	1.59%	188	1.29%	818	1.40%	4014	1.96%
<b>Total</b>	<b>103508</b>	<b>100%</b>	<b>27931</b>	<b>100%</b>	<b>14557</b>	<b>100%</b>	<b>58612</b>	<b>100%</b>	<b>204608</b>	<b>100%</b>

The majority of actual training was in the Metal chamber as planned for in the WSP. It is mostly African employees that were trained in 2006, followed by Whites then Coloured and Indian employees. The table also shows that more training was done across all the chambers than what was planned for.

**Figure 29: Percentage of actual training by chamber**





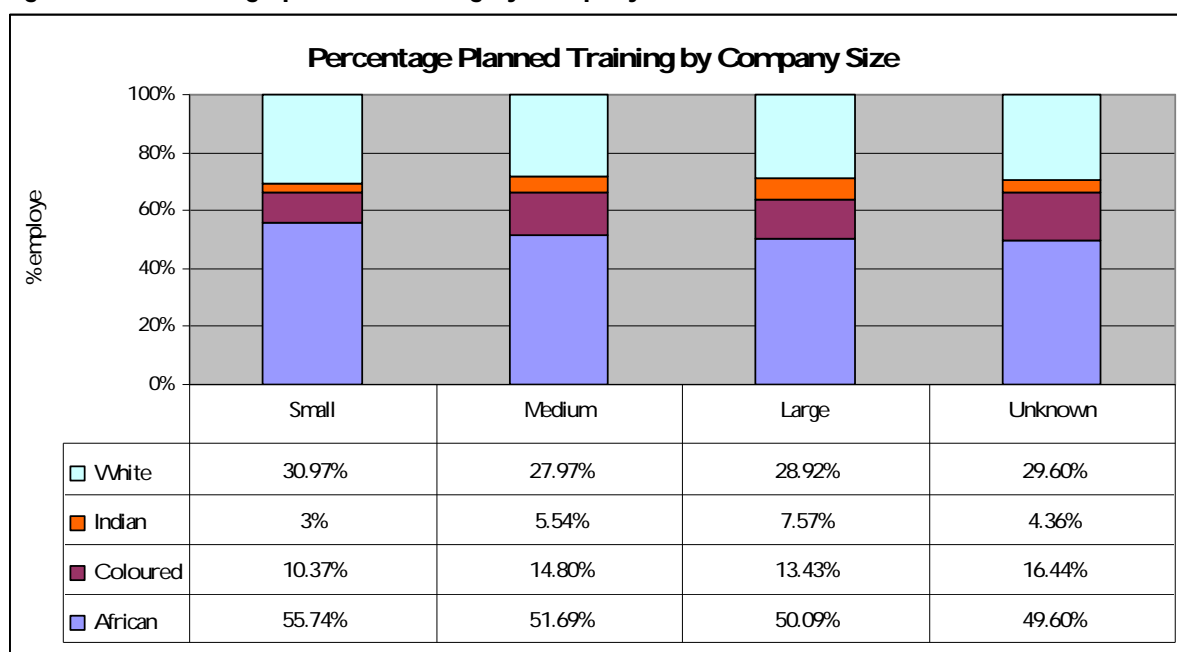
#### 4.3.7 Planned training by company size

**Table 24: Planned training by company size (2006)**

Company Size	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Small	1107	1.09%	206	0.74%	58	0.41%	615	1.06%	<b>1986</b>	<b>0.99%</b>
Medium	16020	15.8%	4586	16.57%	1717	12.08%	8670	14.94%	<b>30993</b>	<b>15.39%</b>
Large	79632	78.52%	21349	77.11%	12031	84.63%	45984	79.21%	<b>158996</b>	<b>78.96%</b>
Unknown	4663	4.6%	1545	5.58%	410	2.88%	2783	4.79%	<b>9401</b>	<b>4.67%</b>
<b>Total</b>	<b>101422</b>	<b>100%</b>	<b>27686</b>	<b>100%</b>	<b>14216</b>	<b>100%</b>	<b>58052</b>	<b>100%</b>	<b>201376</b>	<b>100%</b>

Large companies had the highest percentages of planned training for employees of all races and more African employees were scheduled for training than employees from other race groups. Small companies recorded the lowest percentages of planned training for employees across all race groups. This was to be expected, because larger companies employ more people and would thus have greater numbers staff to plan for. More employees workers and would therefore have more employees to train than small companies.

**Figure 30: Percentage planned training by company size**



#### 4.3.8 Actual training by company size

**Table 25: Actual training by company size (2006)**

Company Size	African		Coloured		Indian		White		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Small	1110	1.07%	206	0.74%	59	0.41%	620	1.06%	<b>1995</b>	<b>0.98%</b>
Medium	16070	15.53%	4607	16.49%	1735	11.92%	8699	14.84%	<b>31111</b>	<b>15.21%</b>
Large	80819	78.08%	21465	76.85%	12153	83.49%	46131	78.71%	<b>160568</b>	<b>78.48%</b>
Unknown	5509	5.32%	1653	5.92%	610	4.19%	3162	5.39%	<b>10934</b>	<b>5.34%</b>
<b>Total</b>	<b>103508</b>	<b>100%</b>	<b>27931</b>	<b>100%</b>	<b>14557</b>	<b>100%</b>	<b>58612</b>	<b>100%</b>	<b>204608</b>	<b>100%</b>

Table 25 shows that across the all race groups large companies trained more employees than in other company categories.



#### 4.3.9 Planned training by occupational category and chamber

**Table 26: Planned training by occupational categories and chamber (2006)**

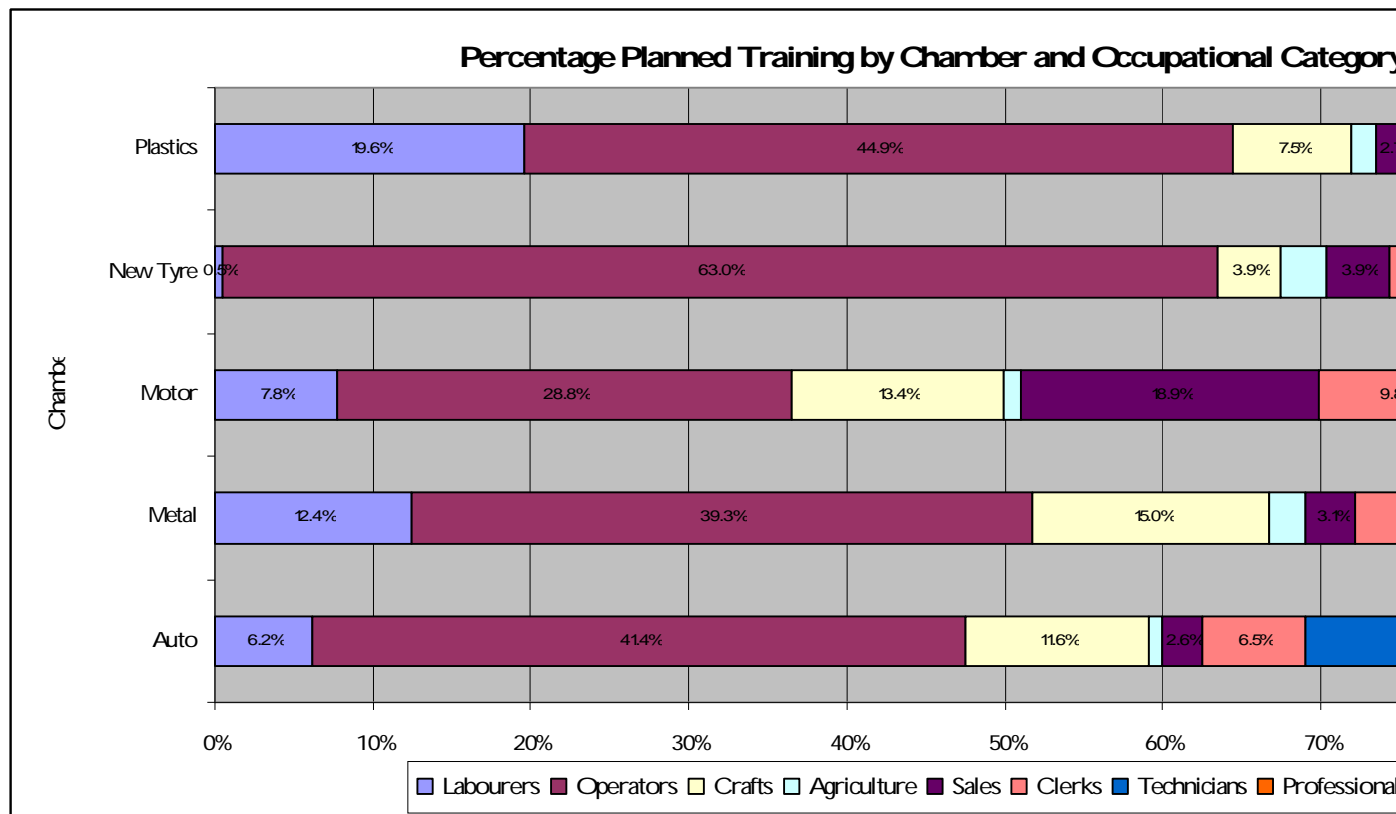
Occupational Category	Chamber												Total	
	Auto		Metal		Motor		New Tyre		Plastics		Unknown			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Legislators, Senior Officials and Managers	836	3.89%	5091	5.15%	3344	5.87%	73	1.39%	672	4.55%	111	2.78%	10127	5.03%
Professionals	2595	12.07%	3022	3.05%	3144	5.52%	194	3.69%	301	2.04%	42	1.05%	9298	4.62%
Technicians and Associated Professionals	3218	14.97%	10531	10.65%	5099	8.96%	824	15.68%	1302	8.82%	110	2.75%	21084	10.47%
Clerks and Administrative Workers	1399	6.51%	8848	8.94%	5552	9.75%	257	4.89%	1252	8.48%	871	21.81%	18179	9.03%
Sales and Service Workers	556	2.59%	3090	3.12%	10761	18.90%	206	3.92%	392	2.65%	247	6.18%	15252	7.57%
Agricultural and Fishery Workers	180	0.84%	2300	2.32%	634	1.11%	158	3.01%	229	1.55%	265	6.63%	3766	1.87%
Crafts and Related Trades Workers	2486	11.56%	14824	14.98%	7602	13.35%	205	3.90%	1109	7.51%	153	3.83%	26379	13.10%
Plant and Machine Operators and Assemblers	8904	41.42%	38917	39.34%	16371	28.76%	3311	62.99%	6625	44.86%	787	19.70%	74915	37.20%
Labourers and Related Workers	1324	6.16%	12306	12.44%	4423	7.77%	28	0.53%	2887	19.55%	1408	35.25%	22376	11.11%
Total	21498	100%	98929	100%	56930	100%	5256	100%	14769	100%	3994	100%	201376	100%

The highest concentration of training planned in 2006 was in the plant and machine operators and assemblers' occupational category (37.20%) and the least number of employees planned for were in the agriculture and fishery workers occupational category (1.87%).

Table 26 shows that more employees were planned for training in the Metal chamber, 98929 employees, than in any other chamber in the sector. Furthermore, across all chambers, excluding the unknown category, most of the training planned in 2006 was in the plant and machine operators and assemblers category.



Figure 31: Percentage planned training by chamber and occupational categories



Analysis of a representative sample of WSPs and ATRs submitted by merSETA member companies (2005-2007)



#### 4.3.10 Actual training by occupational category and chamber

**Table 27: Actual training by occupational categories and chambers (2006)**

Occupational Category	Chamber									
	Auto		Metal		Motor		New Tyre		Plastic	
	No.	%	No.	%	No.	%	No.	%	No.	%
Legislators, Senior Officials and Managers	871	3.83%	5132	5.11%	3355	5.86%	73	1.38%	675	1.38%
Professionals	2617	11.49%	3063	3.05%	3156	5.51%	194	3.68%	301	0.61%
Technicians and Associated Professionals	3256	14.30%	10718	10.67%	5166	9.02%	844	15.99%	1306	26.52%
Clerks and Administrative Workers	1449	6.36%	8970	8.93%	5592	9.77%	257	4.87%	1259	25.48%
Sales and Service Workers	556	2.44%	3357	3.34%	10793	18.85%	206	3.90%	396	7.87%
Agricultural and Fishery Workers	180	0.79%	2322	2.31%	634	1.11%	158	2.99%	230	4.59%
Crafts and Related Trades Workers	2526	11.09%	14931	14.86%	7650	13.36%	206	3.90%	1111	22.14%
Plant and Machine Operators and Assemblers	9962	43.75%	39439	39.26%	16430	28.70%	3312	62.75%	6667	132.54%
Labourers and Related Workers	1353	5.94%	12526	12.47%	4470	7.81%	28	0.53%	2897	57.34%
<b>Total</b>	<b>22770</b>	<b>100%</b>	<b>100458</b>	<b>100%</b>	<b>57246</b>	<b>100%</b>	<b>5278</b>	<b>100%</b>	<b>14842</b>	<b>100%</b>

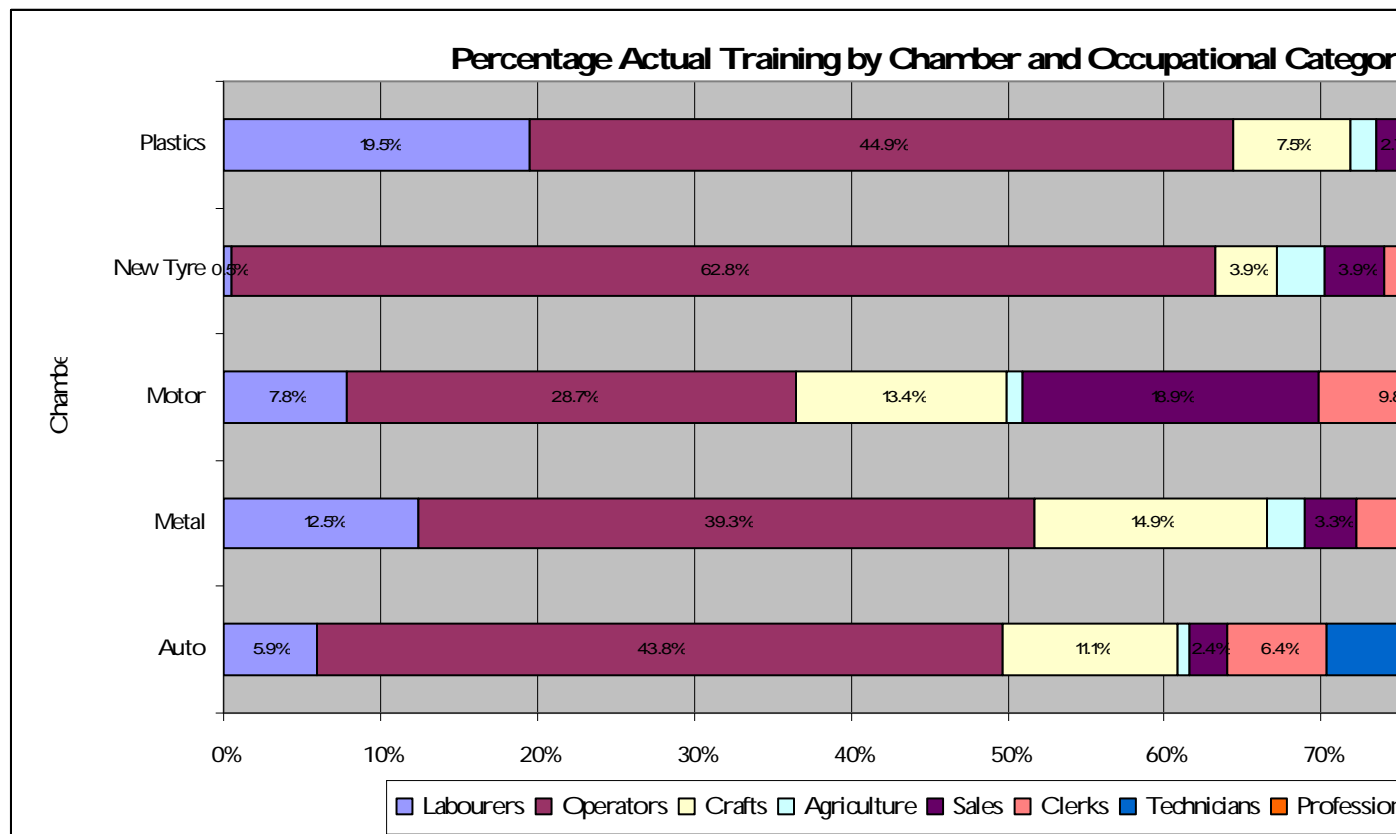
The highest concentration of training in 2006 was in the plant and machine operators and assemblers occupation and were in the agriculture and fishery workers occupational category.

In addition, this table shows that more employees were trained in the metal chamber than any other chamber chambers, excluding the unknown category, most of the training conducted in 2006 was in the plant and machine operators and assemblers occupational category.





Figure 32: Percentage actual training by chamber and occupational category



Analysis of a representative sample of WSPs and ATRs submitted by merSETA member companies (2005-2007)



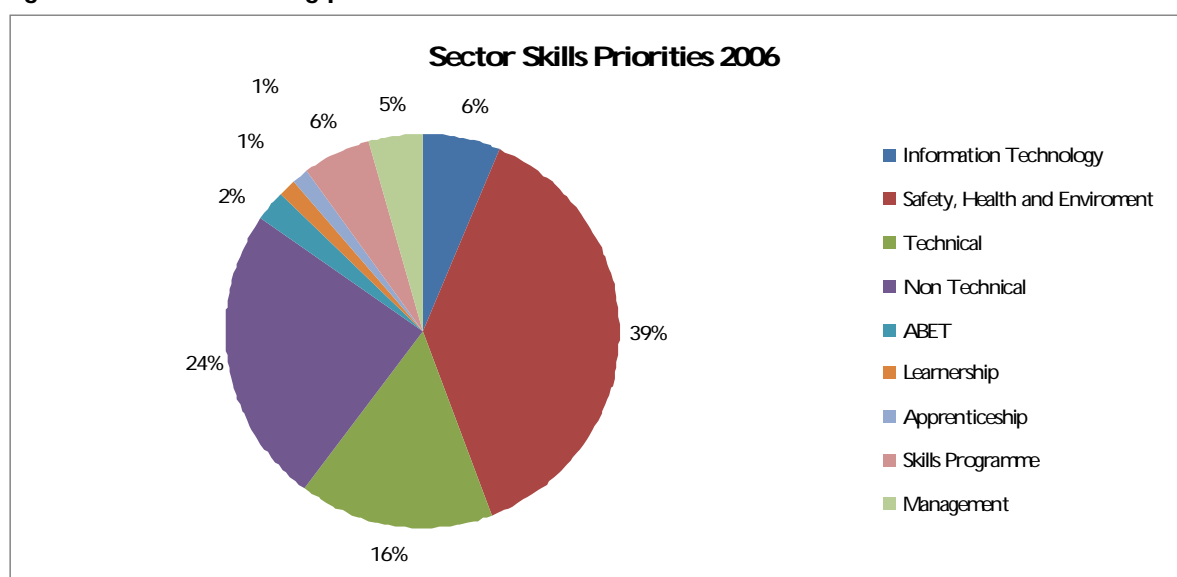
#### 4.3.11 Skills Priorities (2006)

**Table 28: Training priorities for 2006**

Skills Priority Number	Training Priorities	Frequency	Percentage
1	Information Technology	16639	6.34%
2	Safety, Health and Environment	99133	37.79%
3	Technical	42358	16.15%
4	Non technical	64236	24.49%
5	ABET	6555	2.50%
6	Learnership	3818	1.46%
7	Apprenticeship	3211	1.22%
8	Skills Programme	14476	5.52%
9	Management	11920	4.54%
<b>Total</b>		<b>262346</b>	<b>100%</b>

Table 28 shows that in 2006, 262346 employees were planned to be trained in the listed priority areas. Safety, health and environment (SHE) was identified as a priority area by most companies that submitted WSPs with 99133 employees to be trained in this area in 2006. This is followed by non technical training and apprenticeships were identified as the least priority by companies, which is odd as the country is currently experiencing a severe shortage of artisans, particularly in the manufacturing sector.

**Figure 33: Sector training priorities 2006**



#### 4.4 Conclusion

In the period under review, it appears the Plant and Machine Operators and Assemblers got the most attention in so far as skills development initiatives are concerned. This occupation got the biggest share of training.

The racial profile of training activities were in line with the reported profile the of employment demographics with more Africans being trained that other racial groups.

Much of the training activities took place in the Gauteng region which is where much of the population in the sector is employed.



During the review period, most of the companies achieved the training plans that they set out to do and in some cases more employees were trained than were planned.

Most of the training interventions took place around Non Technical training as well as Safety, Health and Environment. This is mostly legal and compliance training. It can then be concluded that priority training in the sector is mostly on compliance requirements such as safety and health, and technical training then follows.



## 5. TREND ANALYSIS

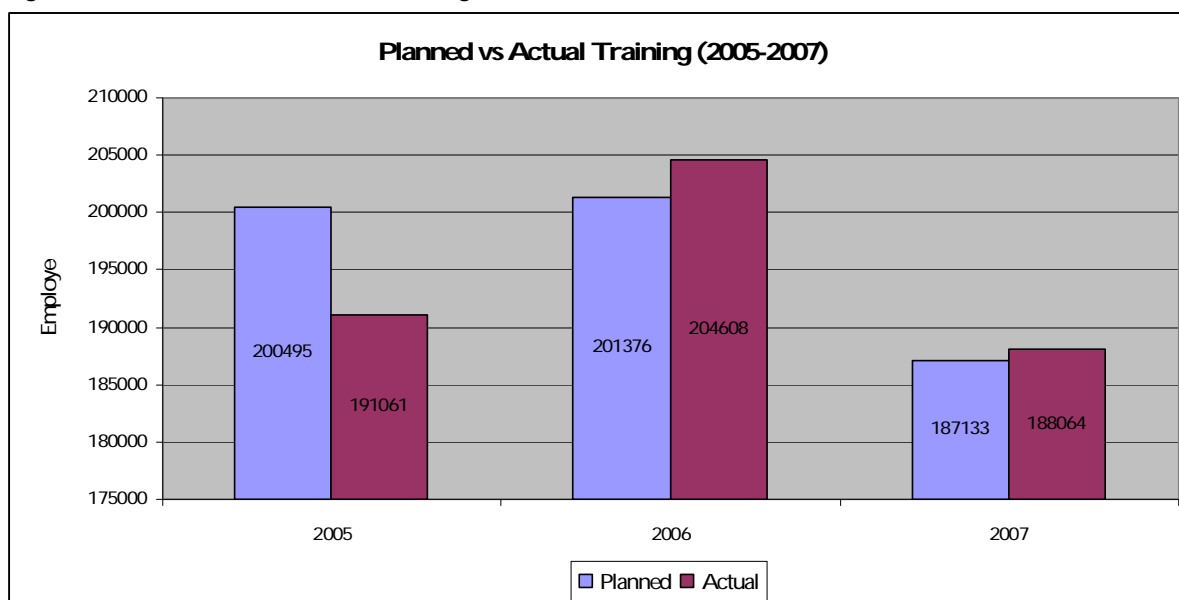
### 5.1 Introduction

This chapter looks at the trends that emerged in the three years under review in terms of the planned training, actual training provided and the occupational categories for which the training was provided.

### 5.2 Planned vs. actual training

Figure 34 is a graphical depiction of the total number of employees planned for training and the total number of actual trained employees for 2005, 2006 and 2007. The information for this figure was extracted from WSP and ATR submissions for all 3 years.

**Figure 34: Planned and actual training 2005-2007**



The figure shows that in 2005 there were fewer employees planned for training than there was in 2006 and 2007. This could possibly have been as a result of a decline in the number of WSP submissions over the period under review.

### 5.3 Planned vs. actual training by race

**Table 29: Planned vs. actual training by race 2005-2007**

Race	2005			2006			2007		
	Planned	Actual	% Trained	Planned	Actual	% Trained	Planned	Actual	% Trained
African	105630	103000	97.5%	101422	103508	102.1%	100415	100694	100.3%
Coloured	28624	23575	82.4%	27686	27931	100.9%	27217	27392	100.6%
Indian	12854	10956	85.2%	14216	14557	102.4%	12698	13005	102.4%
White	53387	53530	100.3%	58052	58612	101.0%	46803	46973	100.4%
<b>Total</b>	<b>200495</b>	<b>191061</b>	<b>95.3%</b>	<b>201376</b>	<b>204608</b>	<b>101.6%</b>	<b>187133</b>	<b>188064</b>	<b>100.5%</b>



Table 29 shows the planned and actual training of employees for all races for 2005, 2006 and 2007. In 2005 whilst the planned training for most of the racial groups was not completely met, actual training for White employees met the target planned for.

In terms of trends over all 3 years, the table shows that 2006 had the highest number of trained employees. This could be because more companies reported in 2006 than they did in 2005.

**Table 30: Planned vs. actual training by region 2005-2007**

Region	2005			2006			2007		
	Planned	Actual	% Trained	Planned	Actual	% Trained	Planned	Actual	% Trained
EC	28207	31457	111.5%	25607	26774	104.6%	24794	24962	100.7%
FS/NC	1482	1 577	106.4%	2825	2834	100.3%	2438	2441	100.1%
GP/NW	105118	104075	99.0%	108856	110479	101.5%	103035	103512	100.5%
KZN	34799	34724	99.8%	31762	31876	100.4%	28664	28788	100.4%
MP/LP	16640	7186	43.2%	10475	10596	101.2%	9157	9197	100.4%
WC	13344	1518	11.4%	17872	4079	22.8%	16584	2475	14.9%
Unknown	905	10524	1162.9%	3979	17970	451.7%	2461	16689	678.1%
<b>Total</b>	<b>200495</b>	<b>191061</b>	<b>95.3%</b>	<b>201376</b>	<b>204608</b>	<b>101.6%</b>	<b>187133</b>	<b>188064</b>	<b>100.5%</b>

However, the Mpumalanga/Limpopo region did not achieve planned its planned training objectives in 2005 having only trained 43.2% of the overall planned training for that region. In terms of the document submissions in this region, there were more WSP submissions in 2005 than there were ATR submissions. Hence the reported planned training is higher than the actual training.

The Western Cape region showed the greatest under-achievement of actual training, having only trained 11.4% of the planned training in 2005. This trend did not reverse in 2006 and 2007 and this is due to under-reporting by companies that did submit their WSPs and ATRs, they did not complete all the sections that they were required to complete.

Of concern in this table is the unknown category that represents regions that were not defined in the WSP and ATR submissions.



## 5.4 Planned vs. actual training by occupational category

**Table 31: Planned vs. actual training by occupational category 2005-2007**

Occupational Category	2005			2006			2007		
	Planned	Actual	% Trained	Planned	Actual	% Trained	Planned	Actual	% Trained
Legislators, Senior Officials and Managers	9904	9179	92.7%	10127	10218	100.9%	8658	8688	100.3%
Professionals	6728	9092	135.1%	9298	9373	100.8%	6725	6805	101.2%
Technicians and Associated Professionals	19856	20564	103.6%	21084	21401	101.5%	18395	18603	101.1%
Clerks and Administrative Workers	14793	16603	112.2%	18179	18401	101.2%	16336	16444	100.7%
Sales and Service Workers	8708	12704	145.9%	15252	15556	102.0%	11760	11791	100.3%
Agricultural and Fishery Workers	19	47	247.4%	3766	3789	100.6%	5404	5439	100.6%
Craft and Related Workers	28218	20722	73.4%	26379	26589	100.8%	21159	21254	100.4%
Plant and Machine Operators and Assemblers	84089	74591	88.7%	74915	76599	102.2%	76164	76445	100.4%
Labourers and Related Workers	23020	23098	100.3%	22376	22682	101.4%	22532	22595	100.3%
Apprentices and Non-Permanent Workers	5160	4461	86.5%	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported
<b>Total</b>	<b>200495</b>	<b>191061</b>	<b>95.3%</b>	<b>201376</b>	<b>204608</b>	<b>101.6%</b>	<b>187133</b>	<b>188064</b>	<b>100.5%</b>

Both the planned and actual training of employees in the Agricultural and Fishery Workers occupation had increased from 2005 to 2007. It is also worth noting that only in 2005 was there a report on the plan and actual training of Apprentices and Non-permanent Workers. Finally, for all 3 years under review, most of the planned and actual training has always been in the occupation of Plant and Machine Operators and Assemblers.



## 5.5 Planned vs. actual training by chamber

**Table 32: Planned vs. actual training by chamber 2005-2007**

Chamber	2005			2006			2007		
	Planned	Actual	% Trained	Planned	Actual	% Trained	Planned	Actual	% Trained
Auto	12124	35389	291.9%	21498	22770	105.9%	19530	19578	100.2%
Metal	113916	81272	71.3%	98929	100458	101.5%	92325	92751	100.5%
Motor	49093	49870	101.6%	56930	57246	100.6%	52542	52877	100.6%
New Tyre	5605	5288	94.3%	5256	5278	100.4%	5458	5500	100.8%
Plastics	13570	13589	100.1%	14769	14842	100.5%	13897	13959	100.4%
Unknown	6187	5653	91.4%	3994	4014	100.5%	3381	3399	100.5%
<b>Total</b>	<b>200495</b>	<b>191061</b>	<b>95.3%</b>	<b>201376</b>	<b>204608</b>	<b>101.6%</b>	<b>187133</b>	<b>188064</b>	<b>100.5%</b>

In 2005, despite there being an overall achievement of 95.3% of the planned training goals, the Auto chamber far exceeded their planned training objectives by 191.9%. The Metal chamber met 71.3% of its planned training objectives. Similarly, the New Tyre chamber also did not train all the employees that had been planned for, and the Motor and Plastics chambers met and slightly exceeded their planning targets for 2005.

In 2006 and 2007, all chambers met and exceeded their planned training objectives. In particular the Auto chamber in 2006 and the New Tyre chamber in 2007 trained more employees than they planned for and proportionally, these chambers trained more employees when compared to what was planned even by the other chambers.

## 5.6 Planned vs. actual training by company size

**Table 33: Planned vs. actual training by company size 2006-2007**

Company Size	2006			2007		
	Planned	Actual	% Trained	Planned	Actual	% Trained
Small	1986	1995	100.45%	1135	4678	412.16%
Medium	30993	31111	100.38%	32211	33832	105.03%
Large	158996	160568	100.99%	144812	149519	103.25%
Unknown	9401	10934	116.31%	8975	35	038%
<b>Total</b>	<b>201376</b>	<b>204608</b>	<b>101.61%</b>	<b>187133</b>	<b>188064</b>	<b>100.50%</b>

Medium and large companies generally achieved their set training targets for both 2006 and 2007. Small companies saw a big leap in the percentage of people trained in 2007 when compared to those that were planned for, an overachievement of over 400%, however, in real numbers, these companies were still training very few employees in 2007.



## 5.7 Number of Employees to be trained as a percentage of total sector employment

This calculates the percentage of employees to be trained as a proportion of the number of employees per occupational group.

**Table 34: Number of employees to be trained vs. total number of employees 2006**

Occupational Category	No. of People Employed	No. of People to be Trained	% to be Trained
Legislators, Senior Officials and Managers	23052	10127	43.93%
Professionals	13767	9298	67.54%
Technicians and Associated Professionals	34358	21084	61.37%
Clerks and Administrative Workers	41298	18179	44.02%
Sales and Service Workers	28255	15252	53.98%
Agricultural and Fishery Workers	12297	3766	30.63%
Crafts and Related Trades Workers	39634	26379	66.56%
Plant and Machine Operators and Assemblers	134480	74915	55.71%
Labourers and Related Workers	66486	22376	33.66%
<b>Total</b>	<b>393627</b>	<b>201376</b>	<b>51.16%</b>

Table 34 shows the percentage of employees to be trained by occupational category in 2006. According to this table, there was a larger percentage of people to be trained as a proportion of total employment in the Professionals, Technicians and Crafts occupational categories. Incidentally, these are occupational categories that require advanced skills and knowledge. Lower level skill occupational categories did not have a high proportion of employees targeted for training. On average, just over 51% of employees in the sector were planned to be trained in 2006.

**Table 35: Number of employees to be trained vs. total number of employees 2007**

Occupational Category	No. of People Employed	No. of People to be Trained	% to be Trained
Legislators, Senior Officials and Managers	18877	8658	45.87%
Professionals	9834	6725	68.39%
Technicians and Associated Professionals	25996	18395	70.76%
Clerks and Administrative Workers	32865	16336	49.71%
Sales and Service Workers	19767	11760	59.49%
Agricultural and Fishery Workers	10910	5404	49.53%
Crafts and Related Trades Workers	31023	21159	68.20%
Plant and Machine Operators and Assemblers	106966	76164	71.20%
Labourers and Related Workers	55014	22532	40.96%
<b>Total</b>	<b>3112252</b>	<b>187133</b>	<b>60.12%</b>

The year 2007 saw a slight shift where the highest proportion is at the Plant and Machine Operators category. This year also saw a slight increase in the proportion of labourers that were earmarked to be trained. The year also saw an increase in the average proportion of employees that were to receive training.

## 5.8 Conclusion

The global trends were skewed, due to inconsistent reporting by organisations and well as inconsistent capturing of data coupled with a general decline in the submission of both the WSPs and the ATRs. However there was a general improvement in reporting from 2005 to 2007 hence the consistency in the planned training that was reported to be achieved.





## 6. QUALITATIVE STUDY REPORT

### 6.1 Introduction

The project included a qualitative component which involved a set of company level visits to identify the way in which WSPs and ATRs are perceived at various levels of a company and their perceived utility to the company.

The following is an aggregate report of the information gathered from the companies interviewed in Gauteng and the Eastern Cape provinces. A deliberate effort was made to get views from all the chambers in the sector with the focus being on medium and large companies. Below is a breakdown of the size, chamber and province of the companies that were visited as part of this study.

**Table 36: List of companies visited by chamber, province and company size**

Chamber	Province	Company Size
Auto	Gauteng	Large
Auto	Eastern Cape	Large
Metal	Gauteng	Large
Metal	Eastern Cape	Large
Motor	Gauteng	Medium
Motor	Eastern Cape	Medium
Plastics	Gauteng	Medium
New Tyre	Gauteng	Large

A semi-structured questionnaire (see Appendix I) was used in all the interviews and respondents were allowed to give their responses in any way without following a particular order. Any other information that companies provided and that was not on the questionnaire was also welcomed.

The interviews were conducted with HR managers, SDF, workers union and Training committees of the sampled companies. In all of the companies visited, representatives from workers' unions were present but in most cases they were conspicuous by their silence in most of the discussions.

### 6.2 Awareness of WSPs and ATRs

Since these interviews were targeted the company officials and the structures generally used in the compilation of the WSPs and the ATRs which form the Mandatory Grant Application, there was generally a high awareness of these processes and templates in all the companies visited.

Nevertheless most companies interviewed expressed dissatisfaction with the way the templates are structured.

### 6.3 Company perceptions of WSPs and ATRs

#### 6.3.1 Structure of templates

The terms of reference of this project required an analysis of the WSPs and ATRs from 2005 to 2007. However, in all the interviews that were conducted, the discussion on the mandatory grant application templates tended to shift their focus to the current templates and on issues regarding the templates that were introduced recently and how companies viewed these. These discussions are included in this report for completeness.



With the exception of a very few, most companies visited expressed reservations regarding the structure of the mandatory grant application templates. The personnel involved in the compilation process in different companies had different understanding of the requirements of some of the sections in the templates. Top of the list is the section that requires the listing of skill priorities. One of the respondents mentioned that the skills priority number was difficult to use as they were not sure whether the number indicated the priority of the skill or whether it was just a reference to that particular priority skill.

On the other hand, a few companies stated that they had no problems with the structure of the templates and they understood them without any problems.

The concern raised by this study is whether the data collected from the WSPs and ATRs is consistent and credible, considering that different companies have a different understanding of the required information.

The column on short courses was also mentioned as a section that could be dropped as it adds no value to the information gathered.

### **6.3.2 Frequent changing of the templates**

Almost all the visited companies agreed and concurred to the fact that the main problem that they are facing with the preparation of mandatory grant applications is the issue of constantly changing templates. Companies mentioned that since the templates change almost every year, it requires a lot of time and effort to learn the requirements of a new template each time it is unveiled.

One of the big companies interviewed mentioned that each time a new template is unveiled; they have to update their IT system to accommodate the changes with the result that the frequent changes have become very costly to them. Some companies implored the SETA to take responsibility of this situation by taking up some the costs companies incurred in meeting the requirements of these frequent changes.

The other problem that companies cited, resulting directly from frequently changing templates, is the lack of the opportunity for the SETA to conduct trend analyses on similar data submitted over a period of time. If the whole process is viewed from a research perspective, changing templates means changing the structure of the way information is gathered. This means that trends may not be drawn from the ATR to the corresponding WSP or trends between subsequent WSPs or ATRs over a period of time. This phenomenon was encountered in this current project and it was one of the major factors that affected the quality of the findings of the project.

### **6.3.3 Introduction of OFO Codes**

The introduction of OFO codes increased the problems faced by companies in the compilation of WSPs and ATRs. One of the respondents described the process of compiling WSPs and ATRs as a nightmare because specific company occupations and job titles have not yet been incorporated onto the OFO, which leads to the lengthening of the time that companies spent in completing their WSPs.

The introduction of OFO codes has made process difficult in several ways:

#### **Time spent**

Companies stated that the process of compiling the WSP and the ATR was long and tedious, and has recently become even longer. One respondent mentioned that their company had been told that there were going to be drop downs to select OFO codes. However, they were disappointed to find out that another OFO code spread sheet had been put in so that one still needs to go through all the 5 different levels to look and search for a specific occupation.



### **Missing occupations**

Companies expected, from their meetings with the SETA, that all industry codes would have been uploaded onto the OFO and all they needed to do was to select their relevant codes. This did not happen and was a disappointment as companies felt that merSETA had not delivered on their promise.

It was also mentioned that the previous OFO codes did not cater for some occupations in engineering, for instance as mentioned in one of the interviews, “you get ice cream attendants and you get shop attendants, but for a more detailed description on engineering occupations, one has to look for the closest fit, which in a lot of instances does not quite describe that occupation according to what the company understands it to be”.

Respondents also mentioned that OFO codes have some unlisted job functions and that this makes it very tedious to describe those job functions and load them onto the OFO system.

The main problem resulting from this issue is the distortion of data. For instance, in the WSP an employee can be recorded as being on one occupation and then be recorded into a different category in the ATR, depending on who is uploading the data and how they understand that occupation.

### **Utility**

It was pointed out that the usage of OFO codes renders the WSP difficult to use for internal company purposes other than just for the mandatory grant application process. For instance, one respondent mentioned that he could plan when he would send a machine operator that is an African male that is thirty five years old on training but he could not schedule a group of people according to the OFO codes as the codes do not yet reflect all the occupations in his company.

In general, the study could not identify clear trends regarding the utility of WSPs to companies but the following observations could be made:

- Some companies do use WSP information for their own internal planning processes and training strategy development;
- Some companies reported that they had adjusted their internal strategy development processes to incorporate this information and use it for the enhancement of their strategies;
- There are companies that reported that they have adjusted their internal reporting cycles to be in line with WSP submission cycles.
- Also, some companies reported that they go through the process simply to comply with legal requirements and see absolutely no value in this process.

### **Optimism**

While most companies concurred that the OFO system had serious challenges, there was a general feeling of optimism that the merSETA will eventually overcome the challenges posed by the system. Some companies mentioned that they are working with the merSETA in trying to upload the missing occupations onto the OFO. They expect that once this has been completed, the process of applying for mandatory grants will then work better in the coming years.

## **6.4 Frequency of submissions**

All the companies interviewed stated that the current frequency of submission of mandatory grant applications was adequate. One respondent stated that more than once annually would be too much. Companies stated that this sentiment is as a result of the amount of work involved in the compilation of the information required as part of the application process.



#### **6.4.1 The DataNet system**

The new DataNet system which requires companies to upload their WSP data online came in for some criticism as well. The problem that companies mentioned is that they compile all the information using their respective IT systems e.g. spreadsheets like Excel. After this compilation, they then have to capture the same information onto the DataNet employee by employee, a process which is slow, costly and prone to human errors especially for very large companies that employ thousands of people. Companies suggested that merSETA considers and explores ways of making DataNet able to import at least spreadsheets directly onto it without having to re-capture the data again.

One medium-sized company stated that the whole process was tedious and time consuming. This company felt itself fortunate in that it did not have thousands of employees lest they would not be able to complete the process in time to meet submission deadlines. They cited an example where one of their officials spent a week just trying to get the code for one employee, an incident they described as "a total waste of time".

Some companies mentioned that due to the above mentioned problems, they are sometimes tempted to capture only a fraction of the information that they are supposed to capture for submission to the merSETA. Looking at the quantitative report submitted in this project, it is clear that some information may be missing, raising the suspicion that this could be already happening in a number of companies.

### **6.5 Utilisation of WSPs and ATRs**

#### **6.5.1 Usefulness of information**

One of the questions asked companies as to whether they use the information and data gathered for mandatory grant applications for their own internal consumption or whether they compiled all this data to just comply with legal requirements. An analysis of the results of the interviews shows that there is a balance between those that felt the information is useful for their internal purposes and those that felt that they were simply compelled by the need to get part of their levies back and also comply with the law.

Some companies stated that they understood the templates and the information requested well but they never get to "use the numbers" for themselves. They described the information as useless for their internal needs.

However, there were some companies that stated that the information and data gathered for WSPs also informs their internal strategies, particularly on issues of employee development and retention. Those that find the process useful have also adjusted their reporting cycles to be in line with the submission of WSPs because the process is beneficial in allowing companies to track development, put training budgets together and as part of the companies' general planning processes.

### **6.6 Types of training/training programmes**

#### **6.6.1 Compliance training**

All the companies interviewed said that they spend a lot of their training budgets on training that is required by law such as fire fighting, safety health and environment (SHE), etc. All the companies agreed that this training is critical to company operations and ensuring the safety of employees. However, companies reported that this training is very expensive and repetitive, that is, employees are trained on the same things over and over again just so that their licenses for operating certain machinery can be renewed. For example, one company claimed to have spent R23, 000 on four truck drivers' licenses in a period of 3 weeks, which they claim such training does not improve the



drivers' skills and does not do anything to their personal development but just continuous training on the same thing.

Companies also mentioned that there needs to be more discretionary grants categories to speak to broader needs of companies in the sector. Most companies recommended that the SETA should pay for most of the legal training so that the training budgets of companies could be directed towards technical training in engineering and other technical fields, which is what the sector needs the most.

### **6.6.2 Training gaps**

It was stated by some companies that there is a lot of emphasis on ABET by the SETA and yet there is no bridging program between ABET and technical training programs offered by FET colleges and Universities. These companies recommended the introduction of special ABET programs that are more business focused and are capable of bridging the gap into Learnerships or apprenticeships. They felt that this approach would provide more flexibility within the industry and would give lateral mobility to workers to move from one company to another in the sector.

Companies mentioned that historically they trained because resources available to conduct training, but now due to the economic downturn this is slowly changing and companies are now training for business needs.

The study also found that the main challenge that most companies identified as limiting their training efforts is financial resources and all the companies visited said that they would like to see more discretionary grants being made available by the SETA to augment their training budgets, particularly on scarce skills such as artisans and technicians.

## **6.7 Process of compiling a WSP**

The process that the companies follow to compile a WSP is more or less the same for most of the companies visited.

The process starts within each department or division carrying out a departmental or divisional training need assessment which is then used to compile a training plan normally based on the company's annual targets and strategies. Companies emphasised the point that the training needs assessment must speak to the business imperatives as outlined in their annual targets.

Other factors that companies mentioned as taken into consideration when putting together a training plan include:

- company turnover;
- reports from SSPs (scarce and critical skills);
- equity requirements;
- lists of possible and available courses;
- allocated training budgets;
- succession plans, which include an individuals' future career development and growth path (in some cases);
- legal requirements, e.g. renewable licenses for health and safety aspects of production.

Some large companies reported that employees within departments or divisions are given an opportunity to apply for the training they want and interviews are then conducted to ascertain the suitability of candidates and that this is normally a competitive process between employees from that department.

The training plans are then submitted to the SDF and senior management levels of the companies for their input and the necessary budgetary checks for affordability.



The training plan is then presented and discussed at the appropriate forums, which is normally the executive committee. This is because of the financial implications that training plans have to be approved at that level. In smaller companies the general manager or CEO makes the final decision on the approval of the training plan. In bigger organisations, the process naturally takes longer and eventually gets the board approval.

Once the budgetary and senior management approval is in place, the plans are then put into the WSP format and submitted to the training committee for ratification and then this committee signs them and they get submitted to the SETA.

## **6.8 Training committees**

All the companies interviewed alluded to the existence of a training committee part of whose role is to analyse the training plan and give recommendations and signs off the WSP. These training committees were reported as meeting regularly to get feedback and updates concerning training being conducted throughout a particular training cycle. Any deviations are dealt with during these update sessions. This explains why most companies stated that most their training plans are met or are very nearly met.

## **6.9 Placements**

It was however noted in some companies that the placement of trained candidates sometimes is a problem. Some employees go for years after qualifying without being placed and companies stated that this is because they at most times have to wait until that position is available before advertising both internally and externally, even though there could be an employee who has been trained and is qualified for that position.

## **6.10 Sector challenges**

The study identified some challenges that both companies in the sector and merSETA are facing and these are listed below.

It was stated by a number of respondents that SETA processes were not transparent. Some companies within the sector claimed that they only get to know of critical developments within the SETA and of deadlines very late, very often after closing dates. This may well explain the low numbers of companies submitting WSPs in the years under review.

Companies stated that different departments from merSETA ask for the same information from companies in different formats and at different times within the same cycle or financial year. Companies find this very frustrating and are of the view that there is a lack of harmony within the SETA's internal departments.

Some companies mentioned that they pay their levies consistently and therefore consider themselves as merSETA customers but they do not get the service they would like. It is most companies' expectation that when they submit the required information to the SETA, they would get their money back. However, most medium to small companies mentioned that they fail to get their grants due to problems as small as typos or incorrect dates in their applications.

Companies are of the view that merSETA spends a lot of money on small projects that have little impact on the sector as a whole. They mentioned small companies that employ less than 50 people get grants using the voucher system when the bigger contributors only have apprentices' discretionary grants and nothing else to supplement or add to their training needs, yet they are the bigger employers in the sector.





## **7. SUMMARY OF FINDINGS AND CONCLUSIONS**

The observations listed in this section are meant to address overall issues observed around the way data is handled and managed and an effort is made to make recommendations regarding the data collection and management processes to ensure reliability and credibility of data.

### **7.1 Incomplete records**

A quick scan through the submitted WSP and ATR shows that substantial amount of information is missing for the three years under review. It was observed that either companies are submitting incomplete information or the capturing of information is inefficient. This phenomenon was clearly evident in the current analysis where there was quite a number of “unknowns” in the data that was provided for analysis, e.g. an unknown chamber for a company, an unknown province or region, etc. It is not probable that a company would not know their respective chamber or province. This points to data management processes that need to be tightened up some more.

### **7.2 Inconsistent reporting**

It was also noted that for various reasons most companies were not completing the sections provided in the template consistently. For instance, a particular company would complete the “demographics” section of the WSP but would not provide information on the education and skills priority section or vice versa. Furthermore, most companies did not make submissions consistently in all the years under review. It was also noted that some companies submitted a WSP of a particular year but not the ATR to report on that WSP or conversely, they did not submit the WSP but submitted the ATR.

### **7.3 Clarity**

During the process of analysing the data sets provided, it was noted that there is lack of clarity regarding the information requested in the grant application form. This therefore impacts on the quality and usability of the information collected. A good example of a section affected by lack of clarity is the section that requests for skills priorities. Due to lack of clarity on this section, companies interpreted this differently hence the data obtained was distorted to the extent that no clear trends were able to be obtained.

### **7.4 Frequent changes of grant application templates**

It has been noted that there have been frequent and significant changes to the grant application forms. The changes could have been driven by a need to improve the data capturing tool. However, the changes have also caused considerable frustration to companies when compiling the WSPs. It suggested here that any changes made to the templates be communicated effectively to the chambers and the types of data needed in each section carefully explained to companies. This may not necessarily be done by the SETA itself, but SDFs could be utilised for this purpose.

### **7.5 Compliance with SETA requirements**

In the WSP covering letter that merSETA sends to companies in the sector inviting them to submit their WSPs and also providing them with guidelines on how to complete the mandatory grant application forms, the point is emphasised that companies that do not complete the forms fully and as stipulated in the guidelines will not be paid. Two main issues on incomplete forms are highlighted by merSETA and they are:



- Each application form must be **fully** completed – all requested information must be completed;
- Chamber information must be provided – all companies in the sector are allocated to a chamber according to their SIC code which describe the company's business.

The study found that a large number of companies that submit WSPs do not complete each section of the WSP as required by the regulations. As shown in the methodology section of this report, a large number of companies mainly complete the administrative section of the WSP and do not provide complete data or information on the other sections of the WSP.

## **7.6 Sector training**

The analysis of the data found that sector training over the period under review focused on professionals, technicians, craft and related workers as well as plant and machine operators. For all 3 years under review, most of the planned and actual training has always been in the occupation of plant and machine operators and assemblers.

## **7.7 Scarce and critical skills**

The list of scarce and critical skills as listed in the SSP identified artisans and technicians as a great need in the sector, and the list also highlights the scarcity within these occupations by the specializations. It was intended that the analysis of scarce and critical skills from the WSPs and ATRs would be compared to the SSP list; however, this information could not be drawn from the WSPs and ATRs due to the way in which data is currently captured.





## **8. RECOMMENDATIONS**

### **8.1 WSP template**

During the execution of the study, it was noted that merSETA has developed a new WSP template and has started focusing on asking for the most essential information from submitting companies; however, there is a minor aspect in the template that could be potentially confusing. The sheet on employment data asks for employment data per employee but also has a column on total number of employees, which suggests that companies can only give aggregate numbers of employees per row without providing details of individual employees.

### **8.2 The DataNet system**

Almost all the large companies visited expressed various degrees of unhappiness with the DataNet system and the way that data must be uploaded onto the system. The main source of discontent seemed to stem from the issue that each employee should be uploaded individually onto the system which could be time consuming for companies that have thousands of employees and is also open for human errors. It is recommended that merSETA explores ways in which data can be uploaded onto the system through spreadsheets or CSV files or similar.

### **8.3 OFO codes**

Companies also expressed unhappiness with the gaps in occupations in the OFO whereby they cited situations where occupations that they have are not listed in the OFO which makes the process of completing a WSP very difficult for them. While the study recognises that the OFO as a new system will have teething problems that will affect some companies negatively, it is recommended though that merSETA is seen to be putting some system in place meant to assist such companies. This could be done through sending in SDFs or SETA-appointed people to work with these companies to assist them in identifying these new codes. While this may seem onerous, it will build good relationships with companies in the sector as the SETA would be seen to be doing something in assisting these companies and in some way subsidising them through minimising the amount of time that they would normally have spent on this exercise without the SETA's assistance.

### **8.4 Completeness of grant application information**

Companies submitting WSPs are not completing every section of the WSP as required by the Grant Regulations of February 2007. It is recommended that merSETA starts insisting that companies complete every section of the WSP or else they do not qualify for their grant payments until all the information asked for in the WSP is provided. It should be explained to companies that this is not about the SETA flexing its muscles but is about ensuring that comprehensive data on the sector is collected and analysed so that future sector training strategies are built on more complete and real sector data.



## APPENDIX 1: INTERVIEW GUIDE

### PART ONE: Company Profile.

Please complete this table

1. COMPANY INFORMATION					
Name of Company					
Description of Core/Main Business Activity					
Classify Company Type (X)	Head Office		Branch		Subsidiary
Standard Industry Code (SIC)					
Levy Number					
Physical Address					
Postal Address					
Province(s)					
Tel. No.					
Fax. No					
e-mail					
No. of Employees					



## 2. Awareness of WSPs and ATRs

### Prompts

- (a) Are you aware of the WSP and the ATR?
- (b) Is the general employee in your organization aware of these tools?
- (c) Are you aware of the objectives of WSPs and ATRs?
- (d) Are the templates well understood by people in your organization who complete them?



### 3. Perceptions of WSPs and ATRs

#### Prompts

- (a) Do you think the WSP and ATR are the correct tools for your skills planning purposes?
- (b) Is Information captured correctly and honestly?
- (c) Is the frequency of submissions adequate?
- (d) Are the templates structured in such a way that they are user-friendly?



## 4. Utilization of WSPs and ATRs

### Prompts

- (a) Have the submissions been consistent over the years?
- (b) If not, what has changed?
- (c) How have these changes affected the quality of information?
- (d) Do you view the WSP and the ATRs as useful skills planning tools or they are just compliance tools?
- (e) Do you think the WSP and ATRs adequately address all the issues around your organisation's skills needs as well as for skills planning purposes?
- (f) Do you think the information requested by these tools is fed into the training objectives of your organization?
- (g) List any other issues that you think affect WSPs and ATRs in addressing skills shortages/needs in the sector.
- (h) Do you use these tools internally for other purposes rather than just complying with the SDA?



## 5. Processes of Development

### Prompts

- (a) What type of consultative structure is in place that manages the submission of WSPs and ATRs in this organization?
- (b) How are these structures and processes used to develop and compile the WSPs and ATRs?
- (c) Is there a Training Committee in place?
- (d) What role does this committee play in this process?
- (e) Do you think the function of this committee/structure/consultative process is adequate for this purpose?
- (f) Should this role be expanded or decreased?
- (g) Why is this?



## 6. Recommendations

### Prompts

- (a) List your recommendations that you think may improve both the WSP and ATRs to make them:
  - More usable and focused on the needs of your organisation
  - Understandable
- (b) What do you think is the best way of reporting and addressing skills shortages/needs/priorities in your organization?
- (c) Any other issues you would like to raise to improve the quality of WSPs and ATRs



## Focus Group Discussion Guide

### 1. Process Issues

- Discuss the process of compilation and submission of the WSP and ATR in-terms of the following:
  - Are all the parties aware of the process that must be followed in the compilation and submission?
  - 
  - Are all interested and affected parties **involved** in this process;
  - How is information from the various divisions and occupational categories collected and collated into the WSP?
  - Is process workable? Administration/logistical hitches?
  - Is the input from all the parties **considered** and **captured** and **used**?
  - How is this achieved?

### 2. Utilization

- Is the tool capable of capturing all the required information?
- The extent to which the captured information is used in normal company strategies and planning processes and training.
- How are the differences between what is planned in the WSP and what is implemented in the ATR due to the organization that are involved in this process?
- What are the major factors that influence there being differences between what is planned and what is implemented?
- What are the possible solutions in this regard?

### 3. Recommendations

- Suggested improvements to the tool (WSP and ATR) and the process of compiling these.
- Any other issues to be considered regarding skills development planning and interventions.