

RESEARCH STUDY

Becoming a Training Centre of Good Practice
in the Metal Industry

PART TWO

Case Study of SEIFSA Training Centre

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(2017)



1. HISTORY OF SEIFSA TRAINING CENTRE

The national umbrella organisation was established in Bloemfontein 1941 and later expanded to Cape Town in 1942 as The South African Federation of Engineering and Metallurgical Associations (SAFMA). The first members of the organisation were HC Gearing as the president and former journalist Fred Williams as the director. A regionally structured council was created comprising three delegates and three alternates each from Cape, Transvaal, Natal, Midlands and Border areas.

The council was empowered to designate as member's prominent industrialists whose knowledge and experience would be of value to the federation. And the name was changed to the Steel and Engineering Industries Federation of South Africa (SEIFSA).

The Steel and Engineering Industries Federation of Southern Africa (SEIFSA) is a national employer Federation representing the metal and engineering industry. For 70 years, the organisation has provided active support for employer Associations and lobbied for policies that have improved the business environment in which its members operate.

2. VISION AND MISSION

- Vision

To promote sustainable metals and engineering industries to ensure that they are strategically positioned for innovation and growth in the interests of a prospering South Africa.

- Mission

To be South Africa's most respected advocate for the metals and engineering industries to create innovative businesses positioned for growth and working in partnership with all stakeholders in the interests of South Africa.

To foster mutually-beneficial relationships between employers and labour in the industries and to help members develop their human capital to realise their full potential.

3. AIM AND OBJECTIVES

- To identify and address critical and scarce skills in South Africa.
- To focus engineering training efforts towards industry specific needs.
- To focus as a priority on the Metal industry training needs.
- Provide flexible and customised solutions to customers.
- Provide a quality service to customers.
- Competitiveness in all areas of training.
- Provide excellent service delivery to our valued customers.

4. VALUE PROPOSITION

- Integrity

Integrity is paramount to us. It informs everything that we do and how we do it.

- Diversity

We embrace, value and leverage Diversity.

- Excellence

We seek to do everything right the first time, with Excellence.

- Stewardship

We take Responsibility for our actions and treat SEIFSA's assets with respect.

- Passion

We approach every task, however small it may appear to be, with Passion.

- Innovation

We always strive to Improve our performance and to come up with new products and services

5. REGISTRATION AND ACCREDITATION INFORMATION

- Accreditation

The SEIFSA Training Centre holds full merSETA, EWSETA and CHIETA accreditation as a training centre as well as NAMB accreditation as a decentralised trade test centre.

6. OWNERSHIP

- Owned by SEIFSA

7. DESCRIPTION OF SERVICES AND PROGRAMMES OFFERED

The training offered encompasses not only apprentice training but also training and development for the following training interventions:

- Learnerships
- Skills programmes
- Short courses
- Recognition of Prior Learning (RPL)
- Trade proficiency assessment services
- Trade testing for Section 26D contractual learners
- Assessment and Trade Testing of Section 26D non-contractual learners
- Continuous upskilling of artisans.

8. ORGANISATIONAL/STAFFING STRUCTURE

STAFFING



9. FUNDING

Bursaries and other financial aid initiatives are offered by government departments, companies and private sponsors. Funding is mainly awarded to previously disadvantaged young people who cannot afford a higher education. Bursaries can be found in almost every field of study from engineering to journalism, however to apply students will have to meet certain requirements set by benefactors.

Scholarships are also a form of student funding; however, scholarships are primarily awarded to students with outstanding academic, artistic, athletic or other abilities. Scholarship money does not need to be repaid and therefore it is the most desirable form of funding and the hardest to obtain. The organization also offers scholarships to study overseas.

10. PARTNERSHIPS

Associations federated to SEIFSA	Companies partnering with SEIFSA
<ul style="list-style-type: none"> • Association of Electric Cable Manufacturers of SA • Association of Metal Service Centres of SA • Cape Engineers and Founders Association (CEFA) • Constructional Engineering Association (South Africa) • Electrical Engineering and Allied Industries Association • Electrical Manufacturers' Association of SA (EMASA) • Ferro-Alloy Producers' Association • Gate and Fence Association • Hand Tool Manufacturers' Association (HATMA) • Hot Dip Galvanizers Association Southern Africa • Iron and Steel Producers' Association of South Africa (ISPA) • Lift Engineering Association of SA • Light Engineering Industries Association of SA • Kwa-Zulu Natal Engineering Industries Association • Non-Ferrous Metal Industries Association of South Africa • Plumbers and Engineers Brassware Manufacturers' Association • Port Elizabeth Engineers' Association • Pressure Equipment Manufacturers' Association of SA • Refrigeration and Air-Conditioning Manufacturers' and Suppliers' Association (RAMSA) • SA Electroplating Industries Association • South African Engineers and Founders' Association • South African Fasteners Manufacturers' Association (SAFMA) 	<ul style="list-style-type: none"> • Alos Holdings (Pty) Ltd • Amani Industrial Services • AMT Placement Services • Bathusi Staffing Services (Pty) Ltd • BDM Management (Pty) Ltd • CAP Personnel Placements (Pty) Ltd • Capacity Outsourcing (Pty) Ltd – a Division of ADCORP • Capital Outsourcing Group • CDR Contracts (Pty) Ltd • Consortium Personnel Consultants) cc • Eduardo Construction (Pty) Ltd • ESG Recruitment cc • Global Industrial Consultants cc • Global Isizwe Placements cc • Inqaba Services (Pty) Ltd • International Task Labour cc • Khuboni Placements (Pty) Ltd • Lapace Construction (Pty) Ltd • M & S Projects • Mabhele and Associates cc • Molapo Quyn Outsourcing (Pty) Ltd • Monyetla Services (Pty) Ltd

- South African Post Tensioning Association (SAPTA)
- SA Pump Manufacturers' Association (SAPMA)
- SA Reinforced Concrete Engineers' Association (SARCEA)
- SA Valve and Actuators Manufacturers' Association (SAVAMA)
- South African Refrigeration and Air-Conditioning Contractors' Association (SARACCA)

- Parsons Engineering cc
- Phakisa Technical Services (Pty) Ltd
- Primeserv ABC Recruitment (Pty) Ltd
- Primeserv Staff Dynamix (Pty) Ltd
- Quyn International Outsourcing (Pty) Ltd
- Scribante Labour Consultants (Pty) Ltd
- Sebcon Contracting Services cc
- Seven Stars Investments (Pty) Ltd
- Sizuluntu Staffing Solutions (Pty) Ltd
- Sizwe Staffing Solutions (Pty) Ltd
- Staff-U-Need a division of Adcorp Staffing
- Swift Human Resources (Pty) Ltd
- Transman (Pty) Ltd
- Valorem Recruitment (Pty) Ltd

11. LOCATION

SEIFSA's Training Centre is based in the metal industry heartland of Ekurhuleni, Benoni.

12. ANY OTHER INFORMATION FOR DEVELOPING A BUSINESS PLAN

1. National Level

SEIFSA's management team represents employers' associations, as the recognised voice of the metal and engineering industry, on several organisations that are critical to the success of the industry including:

- Business Unity South Africa (Busa)
- Commission for Conciliation, Mediation and Arbitration (CCMA)
- Electricity Intensive Users Forum
- Eskom Task Group on Electricity
- Manufacturing, Engineering and Related Services Seta (merSETA)
- Metal and Engineering Industries Bargaining Council (MEIBC)
- Metal Industries Benefit Funds Administrators (Mibfa)
- National Economic, Development and Labour Council (Nedlac)
- Technical Sectoral Liaison Committee on Trade Agreements of Nedlac
- South African Institute of Iron and Steel Downstream Development Committee
- Nedlac's Fund for Research into Industrial Development, Growth and Equity Committee
- Institute of Safety Management
- SEIFSA, through its membership of these bodies, has over the years positively influenced legislation and policy affecting labour relations, skills development as well as economic and trade matters.

2. Industry level

At industry level, SEIFSA negotiates collective agreements covering wages and conditions of employment with the trade unions. The Federation also represents employers on the boards of the Engineering Industries Pension Fund, the Metal Industries Provident Fund, the Metal and Engineering Industries Permanent Disability Scheme, the Metal and Engineering Industries Bargaining Council Sick Pay Fund, the Metal and Engineering Industries Bargaining Council and the Manufacturing, Engineering and Related Services Seta (Merseta).

3. Individual company level

SEIFSA provides a comprehensive range of services and products of direct benefit to Associations and their members. SEIFSA's range of services and products includes advice, assistance, consultancy (covering labour legislation, dispute resolution, employment conditions, health and safety, broad-based black economic empowerment, contract price adjustment and skills development), publications, training courses, seminars and conferences.

13. DETAILS OF PROGRAMMES – MODE OF DELIVERY, DURATION, COSTS, ASSESSMENTS

- Distance e-learning

Distance e-learning, sometimes called e-learning, is a formalized teaching and learning system specifically designed to be carried out remotely by using electronic communication

14. ENROLMENTS PER PROGRAMME

Intake dates for 2017:

- 04 April 2017
- 27 June 2017
- 19 September 2017

Reference

The information contained in this document was found at Seifsa's website <http://www.seifsa.co.za/home/> respectively.

ANNEXURE A: SELF-EVALUATION QUESTIONNAIRE COMPLETED BY SEIFSA TRAINING CENTRE FOR THE PILOT

NOTE:

A confidentiality agreement was reached by FR Research Services (researcher) and SEIFSA Training Centre (training provider that voluntary participated in the pilot study).

It was agreed that SEIFSA Training Centre (STC) would participate in the pilot project on conditions that the findings of the pilot study in the form of a self-evaluation exercise would only be divulged to STC.

Please is a copy of the self-evaluation questionnaire in a blank format. The completed one was given to SEIFSA.

The Head of the Centre is responsible for completing this questionnaire:

(A) CENTRE INFORMATION	
A1	Centre name
A2	Founding year
A3	Type of legal entity
A4	Training Provider Accreditation details
A5	Centre vision, mission and objectives
A6	Describe the management and governance structure (<i>organogram will be helpful</i>)
A7	List the Centre's overall programme portfolio including non-accredited short courses.
A8	Provide details of staffing
A9	What are the minimum requirements to hire trainers/instructors?
A10	Provide financial data for the past 5 years and a projection for the next 3 years showing total revenue, expenditure and the surplus (add an explanation if surpluses have been falling significantly in recent years or annual surpluses are negative). Please provide any additional information that might contribute to the Committee's better understanding of the Institution's financial situation.
B. STRATEGIC DIRECTION	
B1	Provide a SWOT of Centre (strengths, weaknesses, opportunities, threats)
	Strengths:
	Weaknesses:

	<i>Opportunities:</i>	<i>Threats:</i>
B2	Give an indication of the Centre's current strategic direction including 3 key strategic objectives and provide measurable milestones for the next 5 years.	
B3	How does the Centre differentiate itself from competitors? (distinctiveness)	
C. RESPONSIVENESS		
C1	How does the Centre keep its training courses abreast with changes in technology, work processes and new development?	
C2	How does the Centre measure responsiveness of its training courses?	
C3	How does the Centre determine whether to develop new training courses?	
C4	Are there training areas that are not served or underserved or ripe for innovation?	
C5	Are there niches to establish competitive positions for the Centre?	
C6	Describe the Centre's partnerships with corporates and comment of its success?	
C7	In what areas does the Centre require support?	
C8	How does the Centre market itself?	
C9	What does the Centre do with respect to work placements and how successful is it?	
C10	How does the Centre measure stakeholder feedback?	
D. CURRICULUM		
D1	How does the Centre design and develop new training courses?	
D2	How does the Centre improve the quality of existing courses?	
D3	How does the Centre ensure the quality of assessment are meeting industry standards?	
E. RISK		
E1	What are the Top 10 major risks of the Centre?	
F. FACILITIES, MACHINERY AND EQUIPMENT		
F1	What is the general state of facilities, machinery and equipment?	
G1. GENERAL		
G1	Any other comments that you want to make regarding the Centre?	

ANNEXURE B

SEIFSA TRAINING CENTRE FEEDBACK REPORT FOR merSETA PILOT PROJECT A TOOLKIT OF GOOD PRACTICE FOR TRAINING CENTRES IN THE METAL INDUSTRY

(17 MAY 2017)

NOTE:

A confidentiality agreement was reached by FR Research Services (researcher) and SEIFSA Training Centre (training provider that voluntarily participated in the pilot study).

It was agreed that SEIFSA Training Centre (STC) would participate in the pilot project on conditions that the findings of the pilot study in the form of a self-evaluation exercise would only be divulged to STC.

Here is a copy of the researcher's evaluation of STC in a blank format. The completed one was given to SEIFSA.

1. INTRODUCTION

FR Research Services, has conducted research for the Metal Chamber of the merSETA, on developing a toolkit for improving technical training centres in the metal industry.

The research involves testing the toolkit with a training centre in the metal industry. In this instance, SEIFSA Training Centre (Benoni) was selected as the pilot training provider for the project.

This report is outcome of the evaluation of SEIFSA Training Centre (STC). It contains findings and recommendations for SEIFSA, the owner of the centre. It was agreed between the researcher, FR Research Services and STC that the report is confidential shall be given only to SEIFSA and STC Management.

This final report was developed and based on engagements with 9 trainees, 7 trainers, 2 managers and the SEIFSA Skills Development Executive.

The process unfolded as follows:

1	Meeting with SEIFSA Managers to discuss project and set timelines.
2	Completion of self-evaluation questionnaire by SEISA management team.
3	Interviews with SEIFSA trainees and trainers.
4	Compilation and discussion of findings and recommendations of draft SEIFSA Training Centre Report.
5	Meeting with SEIFSA management team to discuss draft SEIFSA Training Centre Report.
6	Compilation of final SEIFSA Training Centre Report.
7	Presentation of findings to Metal Chamber (merSETA).

2. THE STC CONTEXT

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3. EVALUATION AND SCORING CRITERIA

The following evaluation and scoring criteria was used:

Score	Results	Definitions
0	No documented evidence as required by the criteria is available to substantiate implementation in this dimension.	Non-existent (0%)
1	Some documented evidence is available to substantiate implementation in this dimension. Performance in this dimension is below established requirements for the Centre of Good Practice (CGP).	Poor (1% < Some < 25%)
2	Documented evidence required by the criteria is available, but insufficient to substantiate implementation in this dimension. Performance in this dimension is below established requirements for the CGP.	Fair 26% < Fair < 50%
3	Documented evidence required by the criteria is available to substantiate implementation in this dimension. Performance in this dimension is almost equal to established requirements for the CGP.	Satisfactory 51% < Many < 79%
4	Documented evidence as required by the criteria are available to substantiate good implementation in this dimension. Performance in this dimension is equal to established requirements for the CGP.	Good 80% < Most to All < 89%
5	Documented evidence exceeds what is required by the criteria to substantiate exemplary implementation in this dimension. Performance in this dimension is better than established requirements for the CGP.	Exemplary 90% < 100%

CENTRE OF GOOD PRACTICE

3.1. CRITERIA 1# STRATEGY

Strategy refers to the centre’s objectives and the deliberate choices that are made to achieve them, such as prioritising certain programmes and target markets or the allocation of resources. It shows the relationship between strategic objective and expected outcomes set by the Board and the actual outputs achieved by the senior management team. It shows the governance and reporting lines by the Board to shareholders and by management to the Board.

NO	GOOD PRACTICE DESCRIPTOR	OUTCOME		SCORE
		YES	NO	
1	The centre has a clearly stated vision, mission and strategic objectives that is aligned to its strategy.			
2	The centre has a strategic plan with clear time-frames, resources (human, material and physical) to achieve its strategic goals			
3	Senior management has allocated responsibilities for implementing, monitoring and reporting on the strategic plan.			
4	There is regular review of the strategy by the Board.			
5	The strategy is communicated to internal stakeholders.			
Sub-Total				

FINDINGS:

3.2. CRITERIA 2# FINANCIAL PERFORMANCE

Financial performance refers to performance relative to measures of cost, revenue, market gains and profit/loss.

NO	GOOD PRACTICE DESCRIPTOR	OUTCOME		SCORE
		YES	NO	
1	There are adequate financial resources for the development and delivery of training courses.			
2	There is good financial control to mitigate irregular and wasteful expenditure			
3	Financial performance has been measured, analysed, and results are accessible to shareholders.			
4	The centre is liquid and profitable.			
5	The centre has a financial plan to increase revenue and profitability.			
Sub-Total				

FINDINGS:

3.3. CRITERIA 3# PHYSICAL FACILITIES, MACHINERY AND EQUIPMENT

Classrooms, workshops, machinery, equipment and tools that is appropriate for effective training and assessment.

NO	GOOD PRACTICE DESCRIPTOR	OUTCOME		SCORE
		YES	NO	
1	The centre has suitable and sufficient venues and workshops for trainees and staff.			
2	The centre has suitable and sufficient IT infrastructure for staff and trainees.			
3	The centre has machinery and equipment that is adequate for preparing trainees for the workplace.			
4	The centre manages and maintains facilities, machinery and equipment.			
5	The centre invests in new machinery and equipment.			
Sub-Total				

FINDINGS:

3.4. CRITERIA 4 # RESPONSIVENESS

CRITERIA 4 # RESPONSIVENESS

The degree of satisfaction from clients (trainees and employers) of the relevant the training courses and knowledge and skills of graduates from the centre.

NO	GOOD PRACTICE DESCRIPTOR	OUTCOME		SCORE
		YES	NO	
1	The centre measures employers' satisfaction of graduates and courses regularly.	✓		5
2	The centre measures trainees' satisfaction of trainer performance regularly.	✓		4
3	The centre measures trainers' satisfaction of the management of the facility regularly.	✓		4
4	The centre tracks graduate destinations of unemployed trainees	✓		4
5	The centre assists unemployed graduates with work placements and employment upon graduation.	✓		5
Sub-Total				22

FINDINGS:

3.5. CRITERIA 5 # COURSE DEVELOPMENT

Refers to the design, development, management, delivery and review of courses.

NO	GOOD PRACTICE DESCRIPTOR	OUTCOME		SCORE
		YES	NO	
1	The centre develop, manages and review courses regularly.	✓		5
2	Learning outcomes are specified.	✓		5
3	Assessment tasks and criteria are aligned to learning outcomes.	✓		5
4	Employers and industry experts have been consulted in the design and development of courses.	✓		5
5	Trainers are actively involved in curriculum development.	✓		5
Sub-Total				25

3.6. CRITERIA 6: RISKS

The identification, analysis, assessment, control, and avoidance, minimization, or elimination of unacceptable risks

CRITERIA	CRITERIA	SCORE
1	STRATEGY	24
2	FINANCIAL PERFORMANCE	25
3	PHYSICAL FACILITIES, MACHINERY AND EQUIPMENT	25
4	RESPONSIVENESS	22
5	COURSE DEVELOPMENT	25
6	RISKS	25
	TOTAL	146

RESULT

NO	GOOD PRACTICE DESCRIPTOR	OUTCOME		SCORE
		YES	NO	
1	The centre conducts a risk assessment.	✓		5
2	The centre identifies its major risks.	✓		5
3	The centre communicates major risks to Board/Shareholders.	✓		5
4	The centre develops a risk-based culture.	✓		5
5	The centre has eliminated occupational health and safety risks	✓		5
		Sub-Total		25

EVALUATOR: PROF HOOSEN RASOOL
FR RESEARCH SERVICES

30 MAY 2017

ANNEXURE C:

Trainers interviewed at SEIFSA:

NAME	COURSES	EXPERIENCE	QUALIFICATION
David Piek	Toolmaking and Turners	10 yeas in training with SEIFSA	Qualified toolmaker and turner. Mechanist NTS 5 equivalent to N6
Kenneth Mpolokeng	Electrical/Instrumentation Millwright	10 years in training and 4 years with SEIFSA	BTech Electrical Engineering and Electrical Trade Training
Rudzani Rambani	Boilermaker	7years in training and 2 years with SEIFSA	N2 Boilermaker
Glen Julie	Boilermaker and Mechanical Fitting	9 years with SEIFSA	N3 Boilermaker
Vernon Maremane	Electrical (Heavy)	10 years with SEIFSA	NDip Electrical Engineering
Emile Jacobs	Mechanical	10 years with SEIFSA	N6 Fitter and Turner
Thato Methola	Welding/Boilermaker	15 years in training and 12 years with SEIFSA	Welder and Boilermaker

Annexure B

Trainees Interviewed at SEIFSA:

NAME	COURSES	YEAR OF STUDY	EMPLOYMENT
Michael Quist	Millwright	1 st year	Private student
Maurice Mafanele	Fitter	1 st year	SEW
Elias Malerotho	Fitter	1 st year	Aberdare cables
Karabo Letswalo	Fitter	1 st year	Aberdare cables
Khumbulani Mashazi	Fitter	1 st year	Aberdare cables
Slindele Biyela	Instrumentation	1 st year	Rotex
Thanyani Mbari	Boilermaker	1 st year	Eriez Magnetics
Mafetela Mmamogale	Boilermaker	1 st year	Abardare cables