



SASTA CONGRESS 2009

A "UCL" Perspective

THE CHALLENGE

Extent of effort needed to create knowledgeable workforce

- Skills scarcity: "limited mathematic & science candidates"
- An aging workforce
- Reduced knowledge transfer
- Emigration of skills
- Competitive Rates in Other Industries
- Limited quality training service providers in Industry



UCL CHALLENGE

Diversified Business Strategy

Relative Small Size of our Company

"Delicate Juggling Act"

- Total buy-in/involvement from production line
- Careful consideration of Artisan Development
- Committed Engineers/Production Management Development Programs
- Leadership Development Programs
- BBBEE Initiatives
- Building Partnerships



PROCESSING SKILLS

Blurring the lines of Responsibility

- Integration of responsibility to develop employees
Making line accountable
- Policy: Specific skill entry level requirements for
consideration for promotional positions
- Creating opportunities for career-path development
for each employee
- Job Shadowing
- Formal Training Programs



ARTISAN DEVELOPMENT

Taking full advantage of Section 28 Artisan Option

- Rigorous Recruitment Exercise
- Detailed In-house Development Program:
 - Building Port-folio of Evidence
 - Very specific milestones to be reached
- Employment after successful completion of in-house program
- Normal Apprenticeship Program.



DEVELOPMENT OF FUTURE MANAGEMENT (SUCCESSION PLANNING)

There is not great talent without great willpower

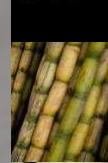
- Process-/Engineers in Training Programs
- MBA Leadership Development
- Leadership Development



BBBEE INITIATIVES

Focus on Training and Development

- Partnership with local schools: Mathematics and Science
 - Promoting the benefits of Mathematics and Science Subjects amongst pupils
 - Provide additional Tutoring Programs in Mathematics and Science
 - Provide bursaries to promising students



PARTNERSHIP WITH INDUSTRY

What are our needs?

- Quality Service Providers
- Shorter courses – not more than a week at a time
- On site
- Both isi-Zulu and English

