

Deloitte.

Skills Development
Developing people for
the future of business





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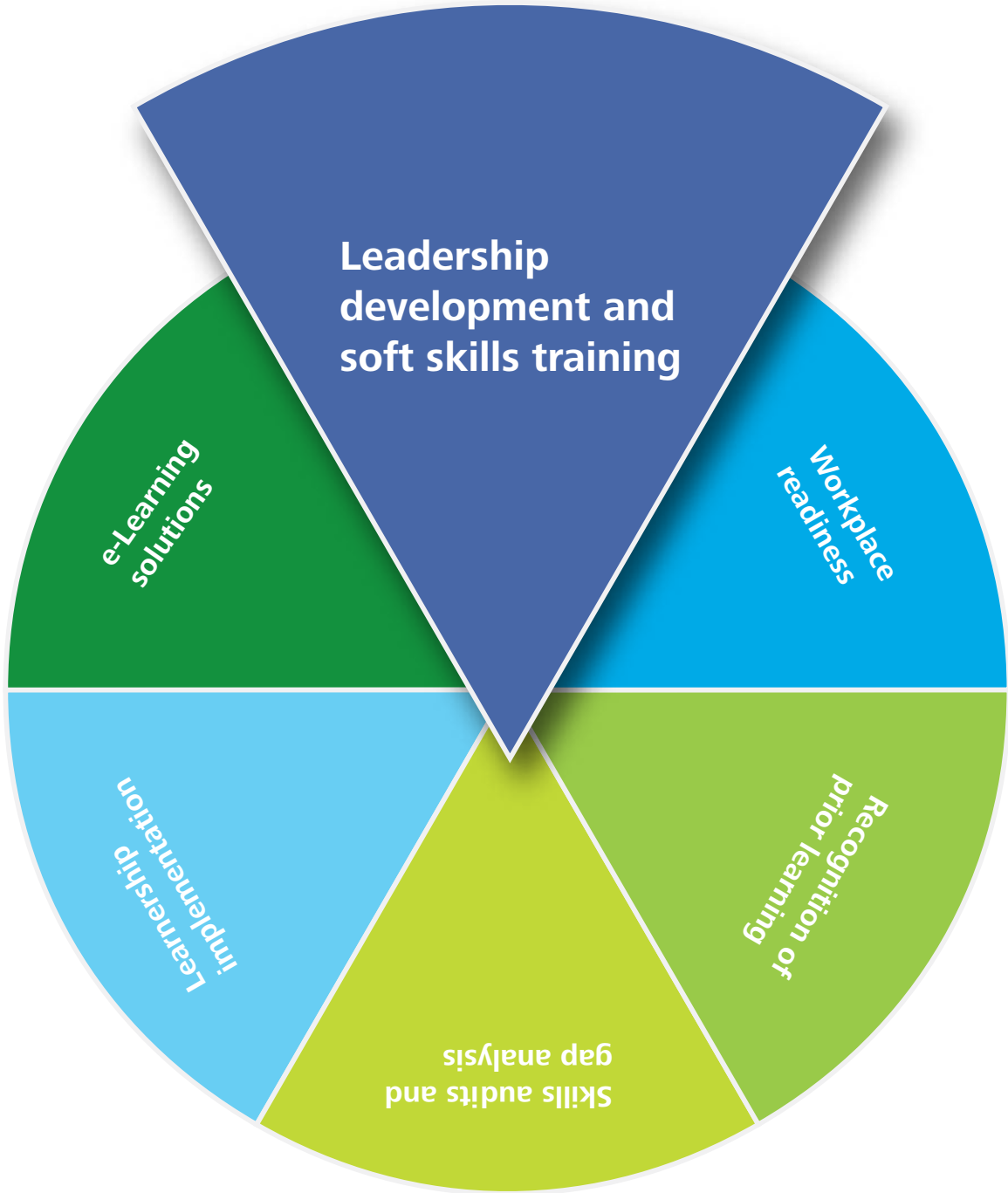
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The shortage of skilled labour in South Africa is one of the most challenging socio-economic issues which needs to be addressed. The skills development challenges South Africa faces are complex and span across numerous industries and skill levels.

Deloitte has vast experience in the skills development space with expertise in various focus areas of skills development. Deloitte understands that the multifaceted issue of addressing skills development means that interventions are essential at different stages of a learner's career. For this reason Deloitte has developed a skills development offering suited to each stage of an individual's career.

The lack of appropriately skilled people is one of SA's most significant commercial issues and the lack of scarce skills within certain industries is particularly taxing on organisations operating in those industries.





Leadership development and soft skills training

About leadership development and soft skills training

Deloitte's leadership development solution and soft skills training are built around competencies. Our training and development programs are designed to give people at all levels the skills they need to be increasingly effective in their jobs. We believe people learn new behaviours and skills most effectively through a blending of learning options that include classroom, web-based, virtual classrooms, and electronic performance support. Deloitte helps you implement your learning strategy by providing the best mix of instructor-led training with other technology-based training methodologies. Organisations that practice this blended approach are reaping significant benefits. We know that the magic is in the mix, and we are committed to continually expanding our training delivery options to meet your needs.

Competencies are also the heart of our selection and assessment systems. Job analyses, behavioural-based interviewing, assessments and simulations help organisations identify the best candidates for the job.

Challenges organisations face

- Getting organisation-wide leadership consistency to build a values driven culture
- Ensuring your leaders have the right skills to drive engagement
- Having high-performance teams for your lean manufacturing implementation



The Deloitte solution

Managers who can drive results, foster star performers, and improve engagement. You will receive a comprehensive, systematic approach to leadership development including up-front assessment and a competency-based curriculum of more than 55 courses that can be configured or customised to meet your needs. They are available for the classroom and online. We provide unmatched consulting expertise to assure a flawless rollout, tied to concrete measures of success.

Deloitte DDI has trained and developed nearly 6.3 million executives and leaders worldwide. Each day, more than 1,500 leaders benefit from one or more of our leadership training or assessment systems. Their newly acquired skills have influenced the work lives of more than 210 million people.

Deloitte's leadership development and soft skills solution has the following features:

- Full range of assessment and needs analysis tools including competency based multi-rater instruments
- Competency-based, configurable curriculum of 55 courses for leadership and workforce development, including Interaction Management
- Custom-built leadership programs
- Programs for creating customer loyalty
- Multiple training delivery options

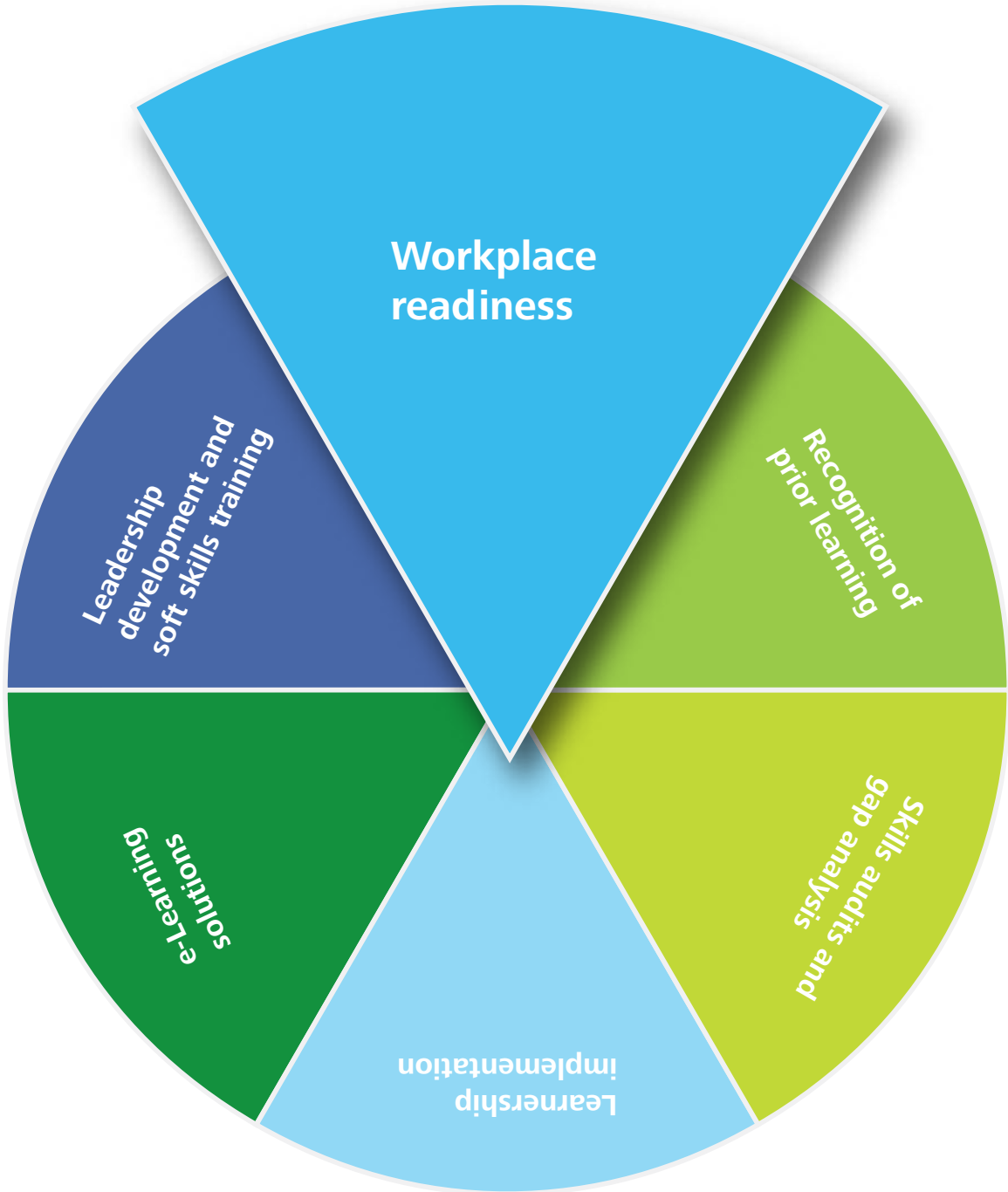
Benefits

It's a grow-or-die marketplace. Having the right talent strategy is crucial. Deloitte will help you systematically and creatively close the gap between today's talent capability and the people you will need to successfully execute tomorrow's business strategy.

We excel in two areas:

- Designing and implementing selection systems that enable you to hire better people, faster
- Identifying and developing exceptional leadership talent, critical to creating a high-performance workforce

Leadership development and soft skills training is all about giving you the kind of business impact you want. The work we do together is tied to your organisation's strategies and becomes part of your business and your culture. This gives you a solution with long-term sustainability and if your business is a multinational, Deloitte has the global resources needed to implement your talent initiatives effectively and consistently throughout your organisation regardless of location.



Workplace readiness

About workplace readiness

South Africa is facing a talent crisis and organisations are demanding highly skilled resources to meet their growth targets and their transformation goals. Coupled with the sporadic success of transformation in the country's education system, private enterprises are increasingly being called upon to help bridge the skills gap and develop their employees. As a result, Deloitte have been implementing skills development strategies for specialised areas, such as IT Consulting, ERP, Human Capital, Finance, Strategy and Operations, Engineering, Project Management and Taxation.

Challenges organisations face

Our programmes are aimed at addressing the following key issues facing businesses today:

- A compelling need to drive transformation coupled with a severe shortage of competent high level black skills
- Getting graduates fully productive and adding economic value in the shortest possible time
- Pressure placed on business to comply with legislation and align with various Charters
- Retaining good talent
- Unstructured and uncoordinated training resulting in excessive costs

The Deloitte solution

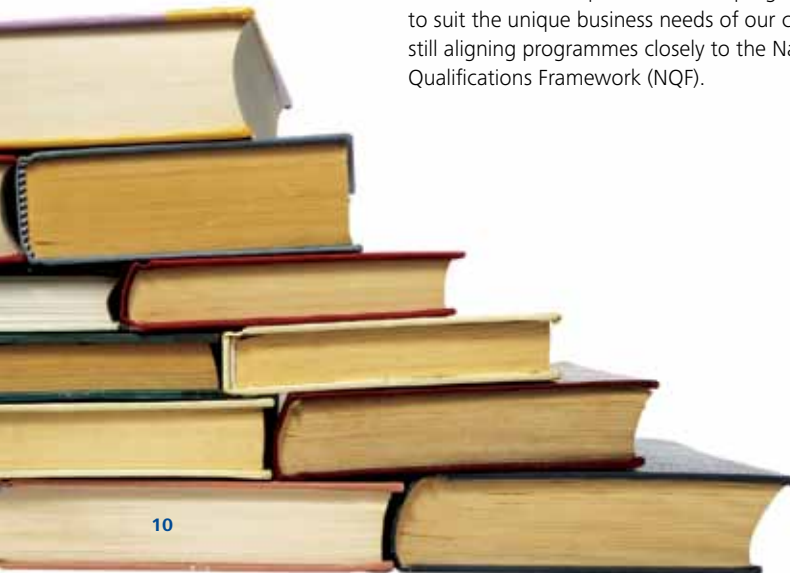
In our work readiness programmes, we have created a unique mechanism for taking on large numbers of new graduates and transforming them into high-performing and skilled consultants in a short space of time.

We have restructured our training to focus heavily on work experience combined with relevant and appropriate theoretical knowledge. Throughout the process, participants are continually managed and assessed. They are allocated mentors and coaches so their development can be closely monitored to meet the day-to-day demands of the modern workplace.

Participants are enrolled in learnerships or registered skills programmes under the relevant SETA structures, resulting in credits or a full qualification through the South African Qualifications Authority (SAQA). This also allows employers to benefit from the relevant tax deductions available. Alternatively, Deloitte can customise the workplace readiness programme to suit the unique business needs of our client, still aligning programmes closely to the National Qualifications Framework (NQF).

The learning programme is designed to not only develop core areas of specialisation, but also to drive the overall development of communication, general consulting, project management and sales skills. Furthermore a level of holistic development is placed on top of the learning process, whereby learners are assisted and given the necessary life skills to succeed in a demanding work environment.

The practical component of workplace learning is what sets the workplace readiness programme apart. Learners are exposed to a wealth of industry expertise, various knowledge repositories, project exposure as well as various mentors and coaches.



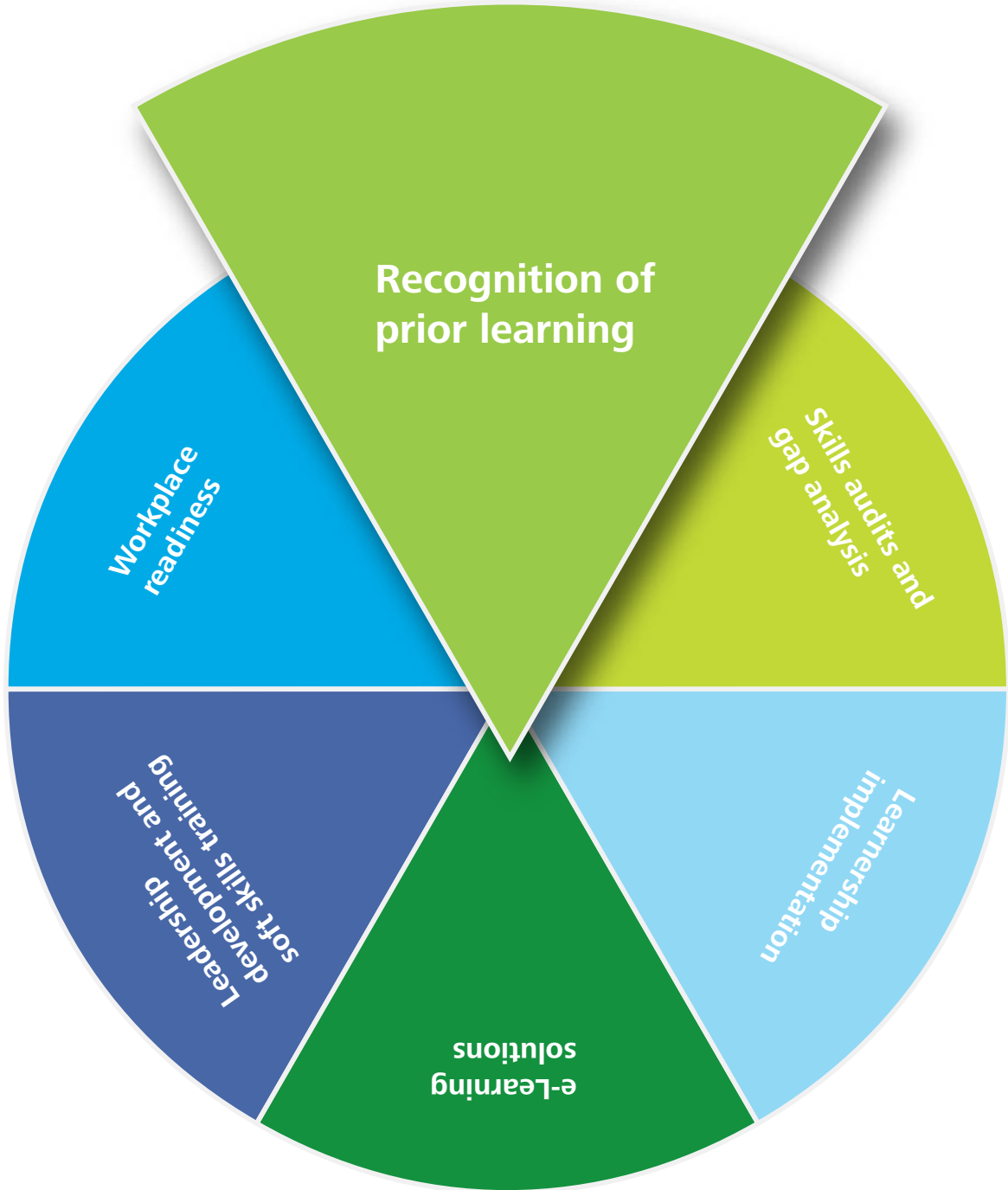
Workplace readiness can assist organisations to achieve transformational change through the following engagement options:

- “Make to order” industry specific workplace readiness programmes. By joining our programmes your graduates will embark on a developmental and experiential learning process and become value-adding, productive resources within a specified time period. They work on your own projects and programmes while participating in the work place readiness programme. If required, we can also recruit the right graduates for you to kick-start the process.
- Partner with Deloitte to extend our Deloitte Graduate Academy (DGA)- if you are an organisation in a specific industry interested in creating a unique learning track with the relevant intellectual property and workplace experience, we can extend the academy to other areas of scarce skills in highly specialised areas.
- Establish a company-specific Graduate Academy - utilising our experiences in the set up of our own academy and other academies, we can advise you on how to establish and run a successful internal academy of your own.

Benefits

There are a number of both direct and indirect benefits for organisations participating in workplace readiness programmes:

- Benefit from the financial incentives provided by SARS (up to R60 000 deduction per learner completing a learnership) as well as SETA funding and grants. By using this funding and using the learners to support the business, the programme usually pays for itself within 12 months.
- Benefit from a tried and tested model, which can show demonstrable impact over five years. Workplace readiness has a successful completion rate of over 90% and over 80% of learners are still with their original employees.
- Benefit from the quality of Deloitte professional insight and experience. Learners are provided unlimited access to the Deloitte global knowledge network to accelerate their development. Deloitte industry experts provide tuition and support throughout the programme.
- Benefit from the Deloitte recruitment function. If you are unable to find the quality or quantity of graduates you need, Deloitte will find suitable candidates for you from our workplace readiness programme talent pool. We are active all year round recruiting the best talent from SA’s best universities and colleges.
- Gain advantage from developing high-calibre business analysts that are familiar with your business and have the knowledge, skill and attitude to make a difference.



Recognition of prior learning

About recognition of prior learning

In order to ensure quality education and training in terms of the NQF, it is necessary that assessment of skills acquired must take place. Specific outcomes in line with the standards, as prescribed by the applicable Sector Education and Training Authority (SETA), are to be assessed in the workplace. Assessment criteria must include essential embedded knowledge and this knowledge should be measured against specific predetermined criteria.

Challenges organisations face

Traditionally organisations have skilled their staff in various informal manners such as on-the-job training, shadowing and informal coaching. It has thus far been challenging to measure knowledge gained in this manner against outcomes of formal qualifications.



The Deloitte solution

Assessment of skills is a process where knowledge is measured using a suitable assessment tool, giving credit to learning which has already been acquired in different ways, such as through life experience. The assessment process allows for:

- Accelerated access to further learning, which could be customised to address the need of the individual
- The ability to identify the gap between current knowledge and required knowledge for an individual to be able to successfully complete a specific task or group of tasks

The NQF recognises that learning takes place in a variety of settings:

- Formal education and training programmes
- Formal and informal on the job education and training
- Self study for enjoyment or improvement of qualifications
- Informal experience gained in the workplace or community
- Formal in-house education and training

Assessment takes place against set outcomes as per the criteria for successful performance of the given task.



Benefits

Deloitte has successfully implemented various assessments and Recognition of Prior Learning (RPL) initiatives for many of South Africa's leading organisations. Through our Deloitte Skills Development Solutions (SDS) accredited assessment centre, we are able to cater for customised vocational assessments.

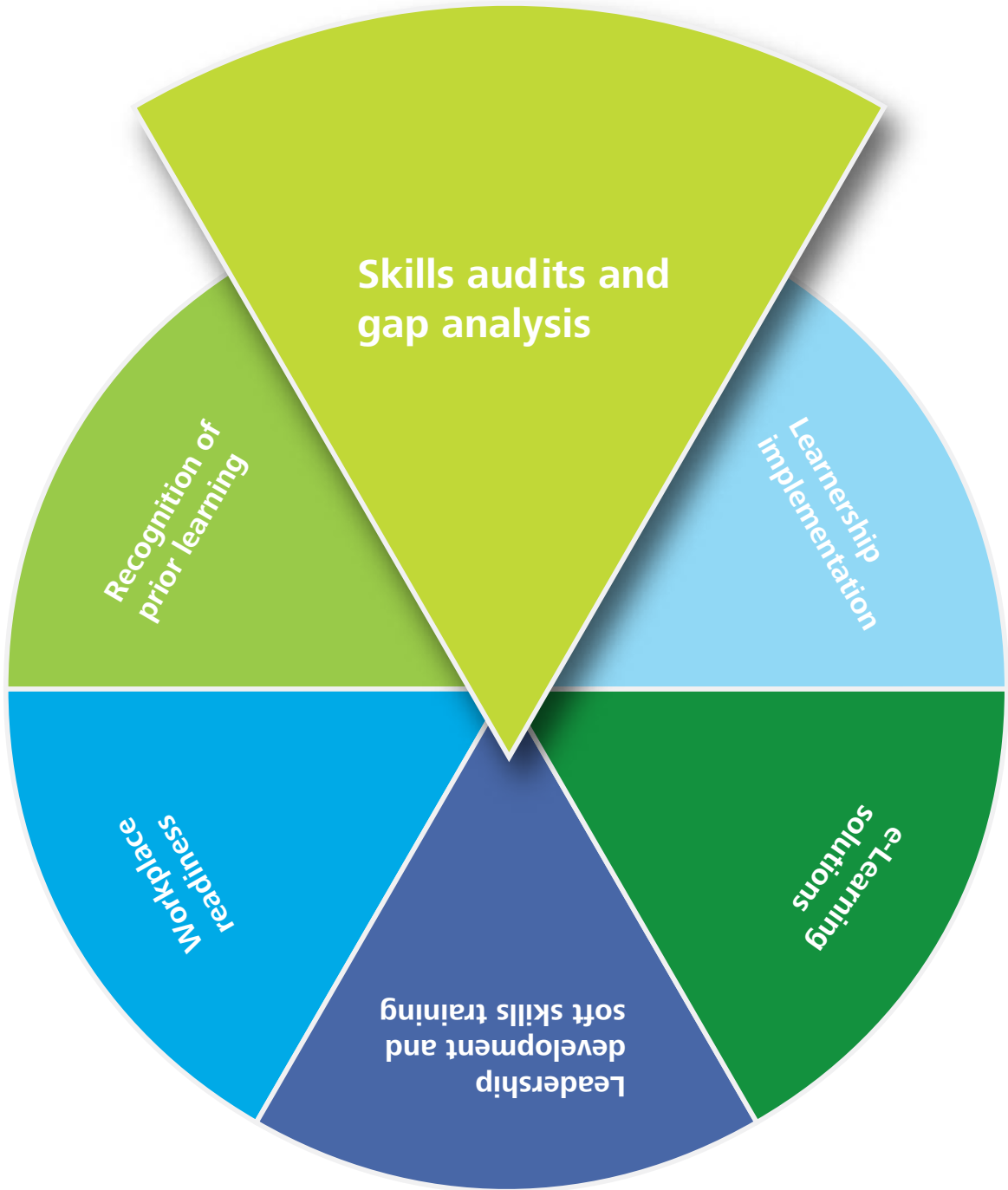
The methodology used by our assessment centre accommodates considerable cost benefits. We implement best practice methodologies coupled with our distinctive tools, which allows clients to focus on their core business issues, whilst still promoting skills development through effectively managed skills programmes and assessments in their organisations. This ensures successful skills transfer and trained, functional resources.

Some of our achievements include:

e-RPL

Deloitte developed a first of its kind RPL Model, delivered via a Computer Based Assessment Instrument and supported by a Learner Management System. This product enables the competence assessment of literate, semi-literate and illiterate candidates across various occupational, skills and knowledge levels. The instrument can be applied to formative, summative and RPL assessments. The assessment instrument is learner-centred and easy to use. To date almost 1 300 candidates from 17 companies have benefited from this product.





Skills audits and gap analysis

About skills audits and gap analysis

Deloitte offers a unique response to addressing the South African skills development challenge. Our skills audit and skills gap analysis methodologies enable us to implement at organisational or industry level.

The vocational skills assessment centre also caters for formative and summative assessment as well as recognition of prior learning assessment, using a range of assessment instruments implemented according to the specific assessment need and which conforms to the NQF and SAQA principles.

Challenges organisations face

The shortage of skilled people is one of South Africa's most challenging issues to address. There is no doubt that the lack of certain scarce and critical skills within organisations is one of the most difficult issues organisations have to deal with at present. Over-stretched staff, a lack of training and limited capacity negatively affects the productivity and competitiveness of organisations and the country as a whole.

The ability to compare the current skills set within an organisation with its future needs and to create a skills development map has always been challenging to many organisations.

The Deloitte solution

As an assessment centre, Deloitte SDS conducts vocational assessments for industries through various instruments that enable fast and effective assessment, record keeping, moderation and quality management. Our occupational specific assessment model can be applied across occupational, cognitive and NQF levels.

The solutions Deloitte offer in dealing with the skills development challenge include:

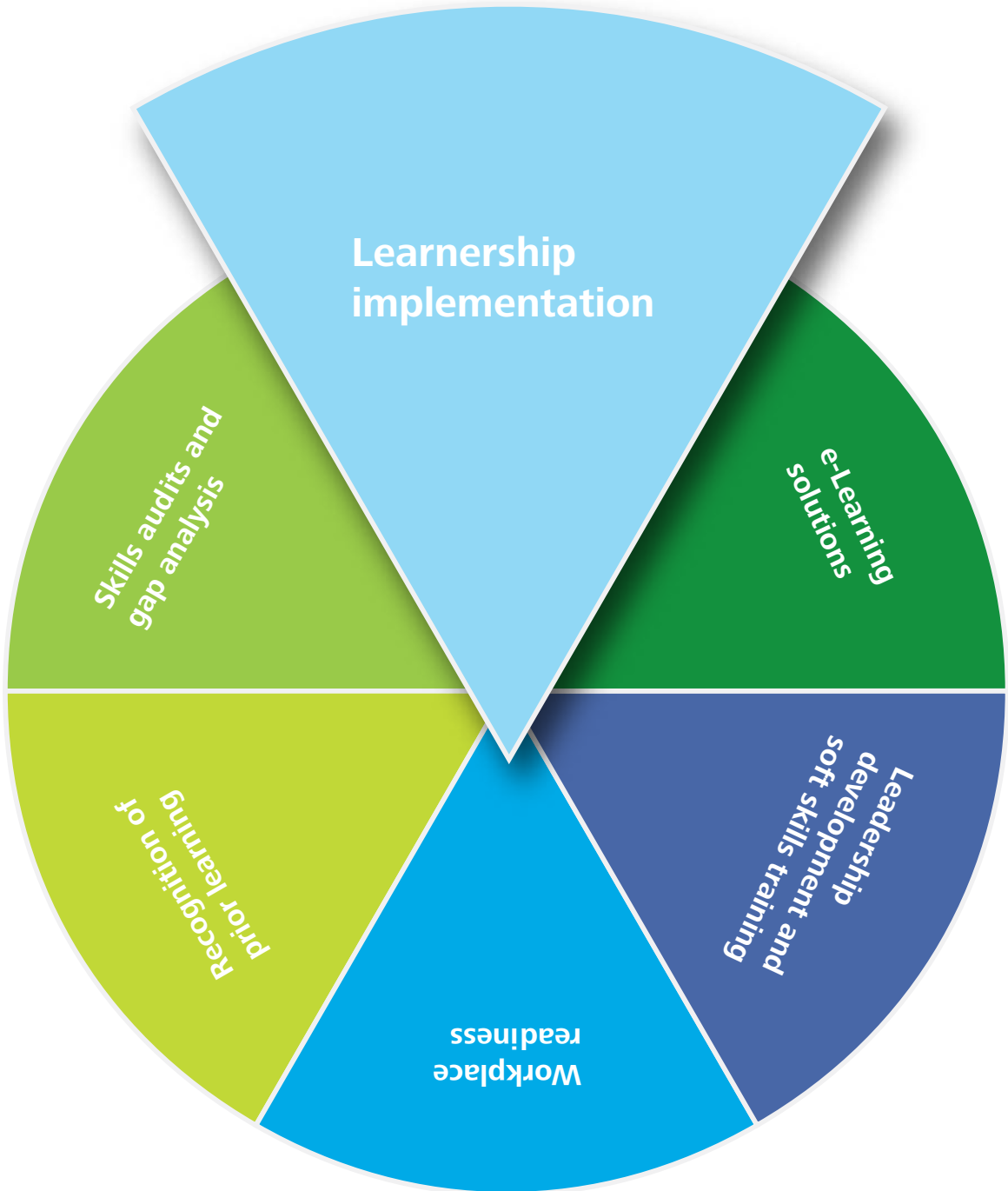
- Skills gap analysis and skills development strategy implementation and developing and implementing quality training programmes to address gaps and improve skills
- Providing an end-to-end learnership and assessment solution, including a customised project management methodology
- Providing a leading edge Quality Management System which adheres to regulatory requirements
- Providing unique tools including e-RPL, recognised as one of the most cost and time effective instruments
- Providing learner support services, including mentoring and coaching of learners throughout the process
- Implementing programmes nationally and across various economic sectors, providing qualifications framework
- Consulting including design and implementation of evaluation and monitoring frameworks
- Research on skills development initiatives

Benefits

By having checklists, assessment criteria and weightings to criteria, we are able to capture and analyse relevant information, record results and improve future endeavours as increasingly we need to demonstrate why decisions have been made or why certain options were chosen. Information should be quantitative as well as qualitative by nature and should be comparable across various similar or related projects.

The integrated skills development assessment methodology offers some consistency in the way we approach analysing the successes / failures of skills development initiatives. The main aim of this tool is to help organisations understand the impact of their initiatives on the different role-players involved.





Learnership implementation

About learnership implementation

Deloitte SDS is registered as an official Employment and Skills Development Agency (ESDA) with the Department of Labour, and received SETA accreditation to act as an assessment centre for vocational skills assessment.

Challenges organisations face

Training and development of personnel are strategic imperatives that ensure organisations keep their competitive edge, in the local and global market. This in itself can put a strain on available resources, whilst moving focus away from the organisations core business activities.

The management and administration of major skills development initiatives require dedication and subject matter expertise to ensure successful implementation. In South Africa the regulated and bureaucratic nature of skills development often influences organisations' capacity to implement the aforementioned, hence resulting in a fragmented approach to training and development.

The Deloitte solution

Deloitte is one of a few major organisations registered to act as an ESDA, with the ability to implement programmes on a national basis, within a wide range of economic sectors and industries.

Our suite of ESDA services include:

- Learner management and administration
- Quality management
- IT systems and support
- Contract management
- Recruitment of learners
- Learner assistance and support
- Learner mentoring and coaching
- Project management and implementation
- Training provider identification and quality assurance of training delivery
- Communications and stakeholder liaison
- Financial management and payroll
- Monitoring and evaluation of training initiatives

We use best practice methodologies coupled with our distinctive tools to ensure successful skills transfer and trained, functional resources.

Benefits

Deloitte has successfully implemented various learnerships, assessments and recognition of prior learning initiatives for many of South Africa's leading organisations. Since 2003, learner pass rates of learnerships managed by Deloitte consistently exceed 90%, and subsequent student employment rates exceed 80%.

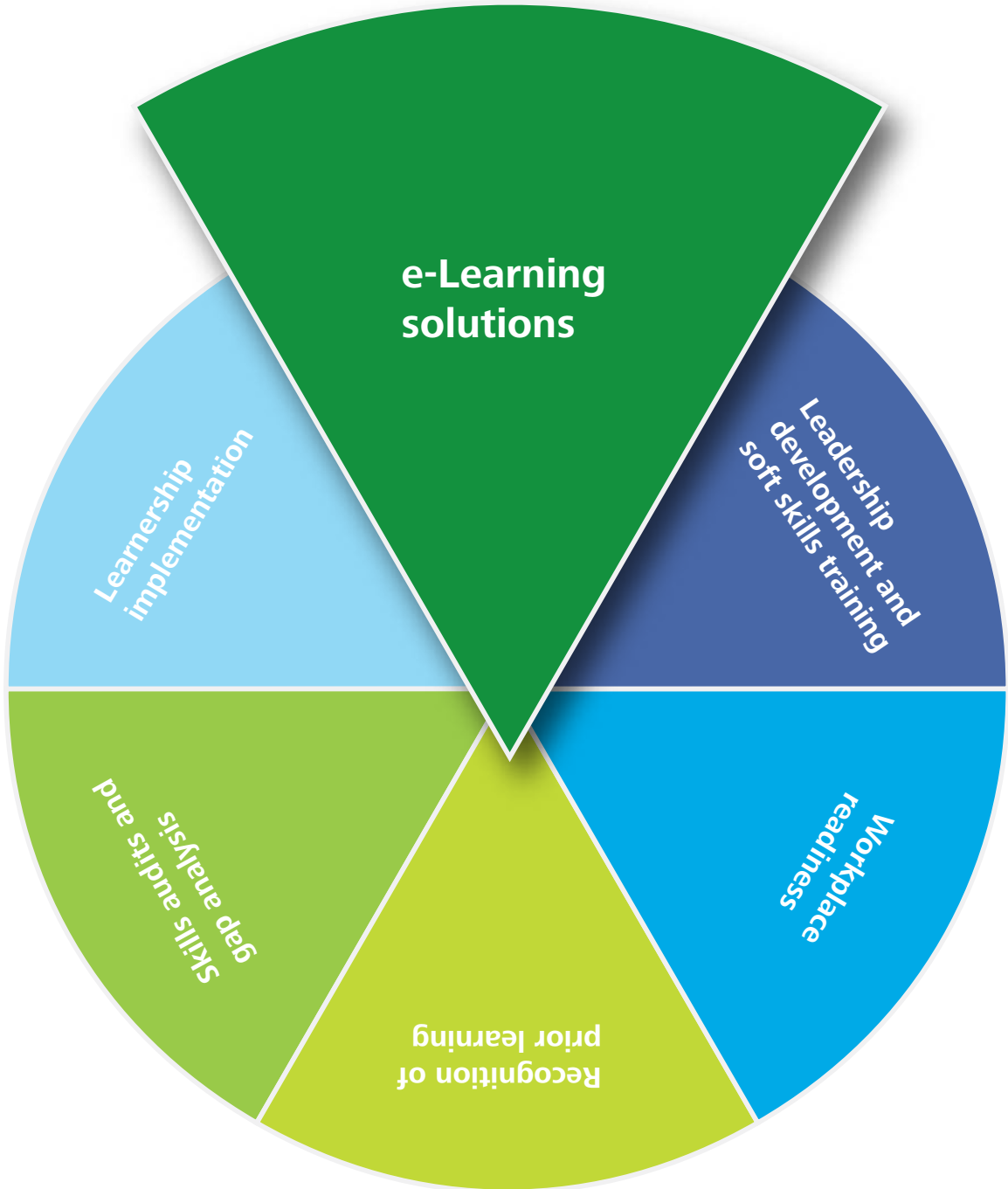
Our unique approach to mentoring and coaching underpinned by best practice principles, ensures that learners are retained.

Some of our achievements include:

Programme in the FSI industry

Benefiting 18 bank groups nationally; this programme has enabled more than 4 000 unemployed individuals to enter the formal labour market through learnerships during the past four years. Deloitte acts as the ESDA for this programme.





e-Learning solutions

About e-Learning solutions

e-Learning solutions at Deloitte is a key participant in the skills development sphere, focussing on the use of technology as a key enabler to deliver workplace learning. We believe that promoting training and development of people will demonstrate the value they provide for any organisation to reach its goals.

e-Learning solutions at Deloitte is a leader in technology enabled learning solutions, with 12 years experience in delivering large scale competency building projects. As a benchmark example, Deloitte implemented the design and roll-out of a multimedia learning solution to one of the world's largest gold mining houses with 50 000 employees at the time.

Our products and services include:

- **Learning and training development advisory and consulting; learning and development strategy**
We have a large team of experts including experienced educational specialists, curriculum and content developers, multimedia and software (system) developers to assist organisations in training their people.
- **Learning management systems**
 - Learning management systems, tools and technologies
 - Develop custom systems
- **Generic e-learning products**
 - Adult Based Educational Training (ABET)
 - Mining and safety technical training such as hard rock mining, induction, lasting, first aid training
 - Training on regulatory and legislative requirements
- **Custom e-learning products**
Deloitte has a full development capacity to customise e-learning for any organisation.

Challenges organisations face

There are multiple learning challenges faced by organisations, which include:

- **Employees with almost no English literacy**
 - Even if they have never worked on computers before, this system is so user-friendly that they can now be taught safety and functional skills with audio sound in their mother tongue and multimedia lessons with digital video bits and other media. This includes unbiased assessments.
- **Cost of training**
 - The real cost of training lies in the time employees spend not being productive and our system ensures only training that is required, takes place.
- **Skills shortages**
 - Our solution assists in addressing the need to provide accelerated training to fill the skills gaps of employees.

The Deloitte solution

Our solution is a blended, technologically driven approach to learning, which will fill the need of delivering quality training and providing skills to employees. Our core function is to assist organisations to train and provide skills to employees much faster and more effectively, by ensuring compliance with all global and local safety standards as well as legislative requirements. A blended, technologically driven approach to learning will fill this need. We believe that this is the most effective way to learn in an information age where new skills and re-skilling of staff has to take place in an environment of accelerated change.

Benefits

- The solutions we deliver are also cost effective in terms of productivity due to a reduction in time, travelling and lodging costs, as well as the benefits of reduced training hours.
- Employees can enjoy self-paced learning at any time and can learn in the language of their choice. The management of learning is automated through the real-time tracking of training with an electronic learning management system.
- Standardised, non-biased assessments for all employees.
- Higher quality of learning, in an exciting way with the use of multimedia (photos, video and audio) in all training programmes.
- The use of the chosen technologies should ensure alignment of any business and learning strategies and objectives.



Contacts



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Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 140 countries, Deloitte brings world-class capabilities and deep local expertise to help clients succeed wherever they operate. Deloitte's more than 168,000 professionals are committed to becoming the standard of excellence.

Deloitte's professionals are unified by a collaborative culture that fosters integrity, outstanding value to markets and clients, commitment to each other, and strength from cultural diversity. They enjoy an environment of continuous learning, challenging experiences, and enriching career opportunities. Deloitte's professionals are dedicated to strengthening corporate responsibility, building public trust, and making a positive impact in their communities.

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Designed and produced by the Studio at Deloitte, Johannesburg. (800382/chr)