



24 JULY 2025

TRAINING AND DEVELOPMENT





RSWM - E.U. - EM

24 JULY 2025



TRAINING AND DEVELOPMENT RSWM - E.U. - EM

- **1 of 6 Departments under Engineering Unit**
- **6 Maintenance Regions**
- **25 Work Depots**
- **1500 Employees**
- **Opex Budget in excess of R1BN**



RSWM - E.U. - EM

▪ Paved Network	7000Km
▪ Mean VCI (2023)	66%
▪ Stormwater Pipes	3500Km
▪ Stormwater Inlets & Manholes	187135
▪ Gravel Roads	1700Km
▪ Low Volume Roads (Upgraded 2014-2024)	310Km
▪ Gravel Roads Upgraded (Capital) 2014-2024)	60Km
▪ Zibambele (Contractors) / coverage	6975/3000Km
▪ Stream Cleaning Co-ops / coverage	106/530Km

TYPES OF WORK ACTIVITY

- **Pothole repairs**
- **Road patching**
- **Trench reinstatements**
- **Concrete works, fencing & guardrail repairs**
- **Line markings & signage including Thermo**
- **Stormwater cleaning & jetting**
- **Road Reserve cleaning & upkeep**
- **Gravel Road maintenance**
- **Low Volume Gravel Road Upgrade**
- **Zibambele Poverty Alleviation/ Road Maintenance Programme**
- **Stream Cleaning Programme**



STAFF LEVELS

- | | |
|-----------------------------------|------------------------------------|
| • Senior Manager (Regions) | Registered PrTech/ Eng (6) |
| • Senior Manager (Support) | (3) |
| • Technical Stream | Registered (IDOEW) (30) |
| • Clerk of Works | (Artisan Trade Tested) (10) |
| • Depot Superintendents | (Artisan Trade Tested) (25) |
| • Admin Support (clerical) | (50) |
| • Artisan Supervisors | Artisan Trade Tested |

STAFF LEVELS

- **Road Inspectors**
- **Site Operators**
- **Supervisors**
- **Assistant Supervisors**
- **Driver Operators**
- **Small Plant Operators**
- **General Assistants**

Artisan Trade Tested

(NQF 2) (25)

(NQF 2)



WORK SCHEDULING & IMPLEMENTATION

- **Fixed Team Strength**
- **All work undertaken - STD Minute Values**
- **All work is verified, prior to implementation**
- **System calculates material and time required**
- **Work scheduled for 6.67 hours per day**
- **Departmental performance measured on response times for pothole repairs, stormwater blockages and trench reinstatements**

TRAINING AND DEVELOPMENT

- ❖ **Training Centre that hosts internal and external training (4 class rooms)**
- ❖ **Career pathing/ development is mostly from within, Departmentally**
- ❖ **Fill vacancies from external at entry level, i.e. General Assistant (TK 3)**
- ❖ **Training is tailored to suit operations (selected unit standards)**
- ❖ **Work place exposure and mentoring**

FLAGSHIP TRAINING PROGRAMME

CONSTRUCTION ROADWORKS

- **Foundation Skills Level 1; 2; 3 (NQF 1)**
- **Construction Roadworks (NQF 2; NQF 3; NQF 4)**
- **Trade Test - Group (1) Construction Roadworks**
- **Trade Test - Balance of Groups - Artisan/ Bricklayer**
(after completing 3 phases in Bricklaying, Post NQF 3)
- **2028 - New National Qualification commences**
 - ❖ **Civil Construction Constructor**
3 Disciplines (Roads, Services, Structures)
- **Unit Standards are similar - move across from current to new**

OTHER CONTRIBUTIONS TO TRAINING AND DEVELOPMENT

- ❖ **Standard Operating Procedures (SOP)**
- ❖ **Departmental Circulars**
- ❖ **Technical Notifications**
- ❖ **Attending Conferences and Seminars**
- ❖ **Internal Sessions with various levels**
- ❖ **Audit Findings**
- ❖ **Performance Reports**

ADVANTAGES OF A ROBUST TRAINING PROGRAMME

- **Staff feel part of a vibrant organisation**
- **Own career pathing is mapped**
- **Some choose to align via own training to compete via AE**
- **Better understanding of job requirements**
- **Better work standards and outputs**
- **Trade unions work with management**
- **Non Appointment Grievances are minimised**
- **Departments within the Organisation start to catch up**
- **Staff view training and development as a huge part of their employment / association**

DISADVANTAGES/ DOWNSIDE OF A TRAINING PROGRAMME

- ❖ **Staff away from workplace affects operations**
- ❖ **Expectations created for promotion**
- ❖ **More time spent in the Selection and Appointment process**
- ❖ **Increase in Acting Appointments**
- ❖ **Supply more than demand**

THANK YOU!

Training details to follow...