

FUNCTIONAL ANALYSIS TO CLARIFY MANDATE, ROLES, RESPONSIBILITIES AND FUTURE TRAINING NEEDS OF EHPs AT MUNICIPAL LEVEL

FINAL REPORT



health

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TABLE OF CONTENTS

(i) LIST OF ACRONYMS 4

(ii) ACKNOWLEDGEMENT 5

1. EXECUTIVE SUMMARY 6

 1.1 Background..... 7

 1.2 Approach and Methodology..... 7

 1.3 Challenges of Process..... 9

SECTION A - STATUS QUO REPORT 10

 1. REVIEW AND ANALYSIS OF PROVIDED DOCUMENTS AS PER MUNICIPALITY 10

 2. KEY FINDINGS COMMON IN ALL MUNICIPALITIES 15

SECTION B - FUNCTIONAL ANALYSIS REPORT 24

 1. MANDATE OF MUNICIPALITIES WITH REGARDS TO EHS 24

 2. RESOURCES AND BUDGET 37

 3. CHALLENGES AND GAPS IDENTIFIED 38

SECTION C - SKILLS AUDIT REPORT 39

 1.1 Approach and Methodology..... 39

 1.2 Purpose of the Skills Audit Process 39

 1.3 Participating Municipalities..... 40

 1.4 Challenges and Gaps Identified..... 41

2. DATA COLLECTION AND ANALYSIS 42

 2.1 Frances Baard District Municipality 42

 2.2 Ugu District Municipality..... 49

 2.3 Waterberg District Municipality 56

 2.4 Nelson Mandela Metropolitan Municipality..... 65

 2.5 Common Responses to Questions 18 and 20 of the Questionnaire..... 76

3. PRIORITY SKILLS TRAINING..... 77

4. SERVICE PROVIDERS..... 78

SECTION D - TRAINING STRATEGY 79



1. BACKGROUND TO THE TRAINING STRATEGY 79

2. PURPOSE OF TRAINING STRATEGY 80

3. LEGISLATIVE CONTEXT 81

4. SPECIFIC TRAINING OBJECTIVES 85

5. TRAINING METHODOLOGY 87

6. TRAINING AND DEVELOPMENT PROGRAMMES 88

7. STAKHOLDERS ROLES AND RESPONSIBILITIES 91

8. MONITORING AND EVALUATION OF TRAINING 93

SECTION E - OVERALL RECOMMENDATIONS 98

SECTION F - CONCLUSION 100

LIST OF FIGURES

Figure 1: Project Methodology 8

Figure 2: EHP Sampling Process 35

Figure 3: Supply and Demand Model 90

Figure 4 Training and Development Cycle 94

LIST OF TABLES

Table 1: Management Competencies 31

Table 2: Attribute Applicable to EHP 32



(i) LIST OF ACRONYMS

DEAT	Department of Environmental Affairs and Tourism
DoH	Department of Health
EH	Environmental Health
EHP	Environmental Health Practitioner
EHS	Environmental Health Services
HACCP	Hazard Analysis Critical Control Points
HPCSA	Health Professional Council of South Africa
HR	Human Resources
HRD	Human Resource Development
MHS	Municipal Health Services
NGO	Non Governmental Organisation
SARS	South African Revenue Services
SDA	Skills Development Act
SETA	Sector Education and Training Authority
ToR	Terms of Reference
WHO	World Health Organisation



(ii) ACKNOWLEDGEMENT

Yarona Management Consulting (Hereinafter referred to as Yarona) appreciates the inputs and comments made by Project Team particularly from the EH and DEAT, other stakeholders who participated in various aspects of the study, and finally yet importantly, the Danish Embassy for funding the study and officials from the selected municipalities who took the time to participate in the surveys, and to add their insights into the success of this study.



1. EXECUTIVE SUMMARY

This document represents the consolidated findings from the Functional Analysis study conducted for the DoH by Yarona. It has been streamlined into various components namely: Introduction; Section A=Status Quo Report; Section B=Functional Analysis Report; Section C=Skills Audit Report; Section D=Training Strategy; Section E=Overall Recommendations and Section F=Conclusion. Each section shall elaborate on the findings as per respective Municipality and highlight challenges. Finally, this report will outline recommendations and conclusions. This report consolidates all Project Deliverables into a single document streamlined into various phases.

The Functional Analysis to clarify mandate, roles, responsibilities and future training needs of EHPs at Municipal level project divided into the following phases, namely:

- 🚩 Phase 1: Joint Project and Mobilisation;*
- 🚩 Phase 2: Review and Analysis;*
- 🚩 Phase 3: Conduct Functional Analysis;*
- 🚩 Phase 4: Conduct Skills Audit;*
- 🚩 Phase 5: Develop Training Strategy; and*
- 🚩 Phase 6: Project Close-Out Report.*

Key reports contained in this document constitute project deliverables for the above phases.



1.1 Background

Yarona Management Consulting (Hereinafter referred to as Yarona) was commissioned by the Department of Health (Hereinafter referred to as DoH) to conduct a functional analysis with regards to Environmental Health Services (EHS) at the municipal level.

The following four district municipalities and one metropolitan municipality were selected to participate in this study:

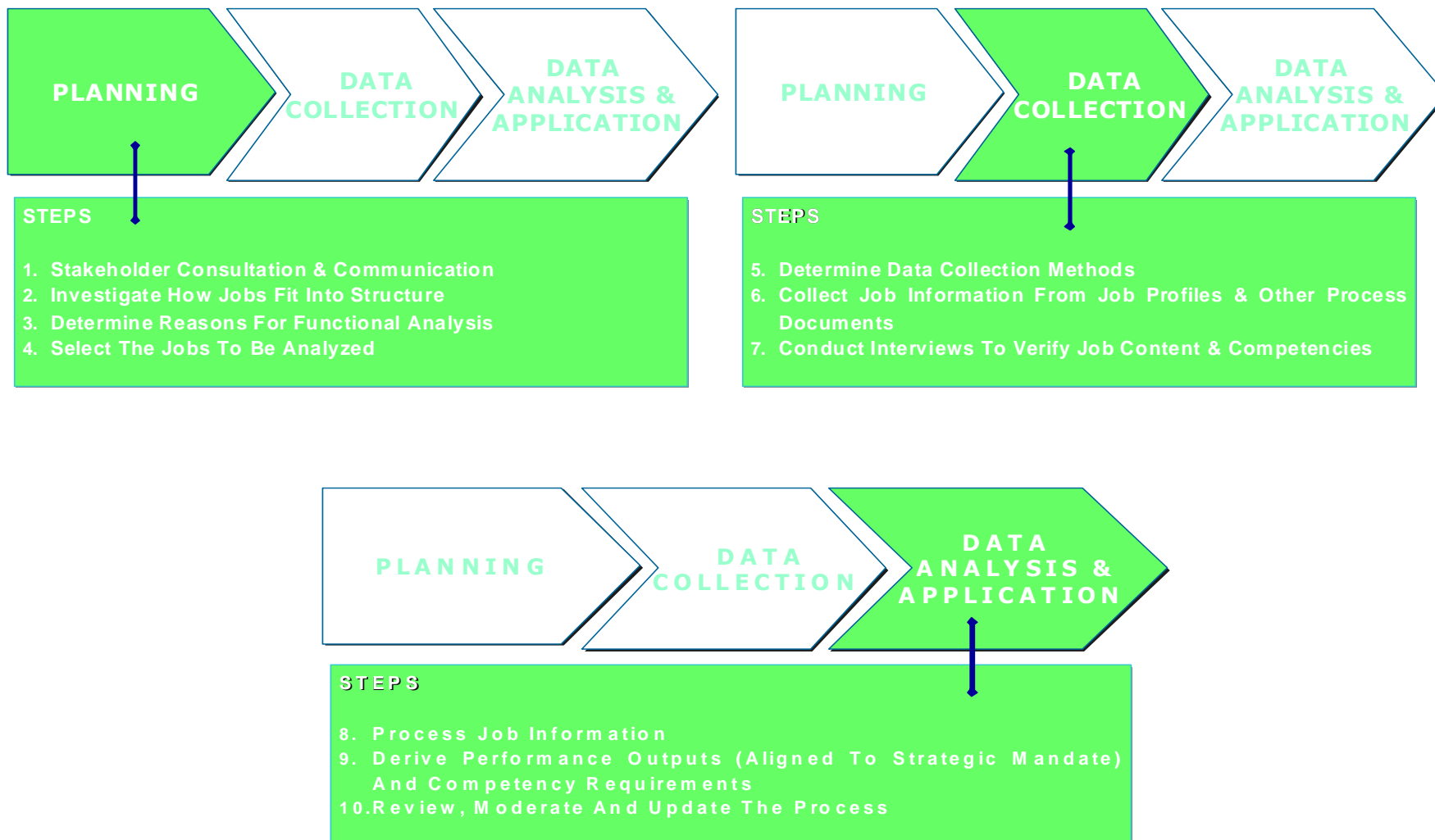
- 🇿🇦 Ugu District Municipality in Kwa-Zulu Natal Province;
- 🇿🇦 Frances Baard District Municipality in Northern Cape Province;
- 🇿🇦 Nelson Mandela Metropolitan Municipality in the Eastern Cape Province;
- 🇿🇦 Waterberg District Municipality in Limpopo Province; and
- 🇿🇦 Nkangala District Municipality in Mpumalanga Province.

1.2 Approach and Methodology

Yarona collected functional analysis data from the various municipalities to analyse, verify and validate it. From the completed functional analysis and skills audit tools, a detailed functional analysis and skills audit reports were compiled to outline and define the mandate of municipalities on EHS. It has to be noted that some of the documents were not necessarily relevant for the completion of this project and therefore would not be analyzed as such. The diagram below outlines the methodology applied in compiling this report.



Figure 1: Project Methodology





1.3 Challenges of Process

Initially the Assistant Directors together with the Principal EHPs were requested to notify their subordinates (Senior EHPs &, EHPs) about the site visits and or telephonic interviews that were to be conducted.

Challenges that were experienced when scheduling interviews with EHPs:

- Assistant Directors and Principal EHPs could not disseminate information on time to their subordinates about questionnaires to be completed.
- As a result most of the EHPs were never found in the office; they were always out on the field.
- If they were found in the office, it was difficult to conclude the questionnaire because they were rushing to the field e.g. If you could make an appointment with a group of four EHPs from 8:00am - 10:30am, only one EHP would be interviewed. The rest would rush to the field by 08:45am to take samples. With one questionnaire taking on average 30min to complete, by the time you finish with one others would be preparing to go out to the field. And if you call them after 3pm they would be unavailable or driving back to office or home.
- Yarona made appointments with EHPs, but because information was not disseminated to them on time from their superiors, it made it difficult for them to honor the appointments on their part due to perceived lack of interest and support from their superiors.

Most EHPs were not keen to answer some parts of the questionnaire because they felt the project was not beneficial to them. For example; one of the most burning issues raised was to do with the failure by the DoH to address their training needs. The EHPs felt that their superiors have repeatedly failed to address their training needs and they questioned the rationale behind such an exercise hence there seemed to be a negative perception towards the project.



SECTION A - STATUS QUO REPORT

1. REVIEW AND ANALYSIS OF PROVIDED DOCUMENTS AS PER MUNICIPALITY

NAME OF MUNICIPALITY	DOCUMENTS REVIEWED AND ANALYSED	CURRENT STATUS QUO
Ugu District Municipality	SDBIP & PMS 2007 - 2008 and Budget	The emphasis is more on office arrangements, take over of staff, sampling of water, food and inspection of premises and health education. Other functions in EHS are not mentioned. Even the budget allocated is not adequate for effective service delivery as per the recommended criteria.
	Organizational Structure	This structure does not meet the WHO standard or that of South Africa has adopted and this will affect service delivery.
	Job Descriptions	The job descriptions are vague and not specific enough to be able to measure performance of each employee, taking into account the broad functions of EHS. As a corollary, the information required from these profiles to extract competencies, knowledge and skills



NAME OF MUNICIPALITY	DOCUMENTS REVIEWED AND ANALYSED	CURRENT STATUS QUO
		requirements for purposes of the skills audit is also scant.
	Training Strategy Overview	This document outlines the qualifications of employees and most of the current studies of employees are not relevant to EHS.
	HRD Business Plan	This document does not mention any strategic goals for EHS and it does not address professional EH training needs.
	EHS: Strategic Goal	The document addresses only food hygiene and control, communicable diseases, disposal of the dead and air pollution and therefore is still not inclusive of all EHS functions.
Nelson Mandela Metropolitan	2007/2008 Operational Plan: Progress Report 2007 July - September	The document highlights the shortcomings and progress pertaining to the implementation of EHS, that is, actual targets not being met although the period under review is rather short.
	Training Needs Analysis Document "B"	Generic training needs are identified for EHP with very limited professional training.
	Organizational Structure	Once again, the structure does not meet the or



NAME OF MUNICIPALITY	DOCUMENTS REVIEWED AND ANALYSED	CURRENT STATUS QUO
		what South Africa has adopted.
	Job Descriptions	The job descriptions are detailed and loaded but it is not clear if the incumbents are able to cope with the carrying out of all the functions, taking into account the diversity of EHS.
Nkangala District Municipality	EHS status quo report, November 2006	The report highlights both positive and negative scenarios of EHS in various local municipalities, for example, budget, population, EH activities that are not relevant to EHS.
	Development of a Municipal Health Services Framework/Plan (Section 78 Investigation)	The focus is on the legal framework governing the EHS as well as the devolution process, organizational structure which needs to be reviewed, budgets for operations and human capital as well as job descriptions.
	Municipal Health Services Strategy	The functions of EHS are outlined as well as key success factors, stakeholder analysis, SWOT analysis, budgets, and organizational structures. The operational plans for various functions are clearly outlined.
Waterberg District	Policies	The entire document is not relevant for this



NAME OF MUNICIPALITY	DOCUMENTS REVIEWED AND ANALYSED	CURRENT STATUS QUO
Municipality		project.
	Human Resources Strategy	This is a generic strategy on Human Resources with no specific reference to EHS.
	SDBIP 2007/2008	No specific mention of any projects and projected expenditures on EHS.
	Operational plan	There are performance outputs but are not measurable as no targets are set.
	Social Services Annual Budget and Proposed Budget	Income generating functions of EHS are outlined and it is not clear how it will be utilized to enhance EHS although it is mentioned that total allocation of budget is 6, 45% of the total municipal budget. Still this will not be enough for effective rendering of EHS.
	2007 October - December Monthly Report	This gives an overview of activities performed on EHS and the extent of problems identified. These activities are derived from the job descriptions.
	Organizational Structure	Although there is proposed structure, still it will not meet the WHO standard or that of South African standard.



NAME OF MUNICIPALITY	DOCUMENTS REVIEWED AND ANALYSED	CURRENT STATUS QUO
	Job Descriptions	They are really comprehensive but it is uncertain if the incumbents are coping with the demands of carrying out these functions efficiently.
	Draft Public and Environmental Health By-Laws	This document covers the rules and regulations that govern EHS. They are very clear and specific in terms of what, where, who, why, when and how procedures are to be followed in carrying out EHS.
Frances Baard District Municipality	Budget for 2007/2008	The budget seems to be acceptable even though it still needs to be verified.
	Organisational Structure	It is close to the WHO standard.
	Job Descriptions	They are not specific enough to be able to accurately measure the performance of employees.



2. KEY FINDINGS COMMON IN ALL MUNICIPALITIES

2.1 *Legislation*

2.1.1 *Acts*

It became evident that Environmental Health does not have its own independent piece of legislation but its responsibilities are enshrined in others, like, The Constitution of the Republic of South Africa, 1996, Section 152(1) (d) and 156(1) read in conjunction with Part B of both Schedule 4 and 5, which is very specific in that EHS must be rendered at municipal level. Other legislation includes the National Environmental Management Act, 1998, Exhumation Act and so forth which define some of the services of Environmental Health functions.

2.1.2 *Policies*

A further challenge is that there are no policy guidelines with regard to the implementation of Environmental Health Services and as a result, services offered may not be adequately structured in all the municipalities participating in this project. There is no guidance in terms of, for instance, exactly what, where, how services are to be rendered. In some instances, the Environmental Health Practitioners, particularly in Nkangala District, even deviate from their professional role thus at risk of being challenged by other stakeholders. For example, the EHPs are supervising road and town cleaners, workman and refuse removal workers. In other municipalities, the EHPs are not involved in HIV and Aids functions and yet it forms an integral part of their programmes.

It has to be mentioned that Waterberg District Municipality has draft By-Laws for Public and Environmental Health although it is not clear if it has been adopted as yet and being implemented. The National Department of Health also has a draft on National Health Policy which outlines the high level situational analysis of EHS. It is in this document that several role-players are mentioned, that is, the Departments of Water Affairs and Forestry, Agriculture, Environmental Affairs and Tourism, Housing,



Transport and Provincial and Local Government. This has been an underpinning factor in the disintegration of Environmental Health Services.

Environmental Health is dynamic and it touches all spheres of life as long as it affects the human environment hence so many role-players. Nevertheless, this service may not receive the priority it deserves as no department administering any related Environmental Health function can actually take full ownership because of the core responsibilities that the departments are having. This may likely result in having no policy guidelines even for the execution of Environmental Health matters because of fragmented service delivery and lack of appropriate legislation and limited interaction between the role players.

2.1.3 Regulations Governing the Provision of EHS

Most importantly, EHS is mostly needed at grassroots level, it is indeed appropriate that it be rendered at municipal level and the municipalities should create synergy with other stakeholders. Environmental Health is diverse so diverse but one, department has to take full accountability to avoid un-useful segregation of duties.

It cannot be emphasised enough that the inability for the DoH to prioritize this service will have adverse consequences of health related challenges which in any way, will still be their primary responsibility in terms of treating those diseases. It is actually more expensive to treat and cure diseases than preventing them, which is the main objective of Environmental Health.

The DoH may not be able to sufficiently render certain functions on their own, for example, noise and air pollution, issuing of business licenses, etc, therefore, it should be obligated or given the powers to create a strong collaboration with other secondary role players as it is extremely important to maximize the impact of service delivery.

Proper consultation on this aspect will be dealt at length during the workshops with the various municipalities.



2.2 IDP; Strategic Plans and SDBIP

These documents do not contain or reflect much on Environmental Health in all the municipalities as highlighted in Section 5. It may seem that EHS are not prioritised and yet they are an essential service and the demand exists in various communities. The documents reflect other core plans of the municipalities with less emphasis on Environmental Health. In all the municipalities there are no clear strategic goals for Environmental Health and ultimately this may not justify the existence of EHS.

It has to be noted though that Nkangala District Municipality has a strategic document that is inclusive of operational plans and work protocol. Nonetheless, it is not clear if the strategy has been cascaded down to the Environmental Health Practitioners (EHPs) and being implemented. Waterberg District Municipality has an operational plan although it is limited to certain functions of Environment Health.

There seems to be confusion and/or limited understanding of this discipline and that poses a problem even when it comes to planning for future service delivery as this service may be overlooked and yet it is also a core responsibility of the municipalities.

2.3 Budget

There is inadequate allocation of budgets for EHS as currently the resources are scattered amongst the various role players. Fragmentation of services also poses a problem as each role player give just a fraction of the budget to EHS as it may not be their core business and their budget will always supersede that of EHS. Even at the municipal level, it has become evident that the EHS is clustered with other unrelated services and therefore, has to share the resources with its counterparts.



Within the confines of justifiable financial constraints, the various stakeholders must endeavour to provide funds for EHS especially because its pivotal role is more on prevention rather than cure. But now that the services are only going to be rendered at municipal level, the budgets of the Provincial Departments should be transferred to the respective municipalities.

The actual costs of rendering EHS far outweigh the current subsidy of R12 per household. According to the study conducted by the Health Systems Trust in 2004, the average cost per family of 4 to 5 people is almost R40 and that would exclude the human capital expenditure of the service provider. In other words, the population levels of the municipalities must always be considered over and above the challenges to be dealt with. When budgets are determined, this scenario has to be considered if there is going to be a significant impact and improved service delivery, taking into account that this specialized service has been lagging behind even from the past.

The budget should cover human capital expenditure taking into account the Human Resource Plan that will pave a way for more recruitment and training and ultimately effective and efficient rendering of services. The devolution process should also be budgeted for as it may involve relocations, pay parities and so on.

2.4 People Management

2.4.1 Human Capital Plans

None of the municipalities participating in this project have a proper Human Resource Plan in respect of EHS and thus no plan to adequately implement the Environmental Health strategy, the majority of which do not even have as a draft. The Human Resource Plan assists in controlling the human capital expenditure and proactively anticipates the staffing costs of any new initiatives. In the absence of the HR plan, there might not be appropriate numbers of employees, with the right skills, knowledge



and experience at the right time and right place. As a result, it will be difficult to anticipate and meet changes in demand for services and meeting future human capital requirements.

2.4.2 Staff Transfers

Devolution of EHS to district municipalities is in progress and the municipalities have integrated the EHPs although there are still structural challenges. This process has to be handled sensitively as it involves employees who might have to relocate and the municipalities have to deal with other employment conditions. To a certain extent, some municipalities might be challenged by organized labour as a caution to protect the interests of employees.

2.4.3 Budgeting: From Pain to Power

Different municipalities use different position titles and this may cause salary challenges when merging if it can be proved that the responsibilities are the same but not the remuneration. This emerged in Nkangala District Municipality in their report on MHS Framework. It will be argued that the salaries depended on the economic strength of a particular municipality but the results may be high turn over of staff that will be rotating between the various district/metropolitan municipalities, probably for more financial gain although this may not be the only reason.

Due to the fact that EHS will be rendered from a central point, that is, the district or metropolitan municipalities, this may pose huge financial challenges in terms of salary disparities. A uniform job evaluation to determine the value of each position, might partly resolve this anticipated problem.

2.4.4 Staffing

In terms of the current organizational structures, there seems to be understaffing in all the municipalities and some positions are not filled and that has a negative impact on service delivery. In terms of the World Health Organization (WHO), the population



ratio per EHP does not meet the minimum requirements of the majority of the municipalities. There is not enough capacity and resources. The WHO ratio is 1EHP per 10 000 population but according to the draft National Health policy, South Africa has settled for 1 EHP per 15 000 population mainly due to financial constraints.

But on the other hand, the organizational structures need to be reviewed and aligned to, inter alia, the strategic plan and engage vigorously on the recruitment drive to alleviate shortage of staff and be in line with the WHO standard.

2.4.5 Decision - Making

EHS should be represented at the highest management echelon within the structures of the municipalities so that it can receive the priority it deserves even in terms of strategic decisions, budget allocation and influencing the buy-in of top management on its various activities.

2.4.6 Job Profiles/Descriptions

The format of the job description is inclusive of the headings that will assist in soliciting information pertaining to the job contents although all the municipalities did not complete the job specifications accurately. Some of the job descriptions are not very clear as they do not explicitly give the details of the functions performed by the incumbents. This lack of clarification will not make it easier to analyze the training needs in order to specify the outputs, standard of performance and competencies required for the successful implementation of EHS.

In addition, some job descriptions have got more functions and it is not very clear if the incumbents are coping with the workload. Segregation of duties might be necessary depending on the size of the municipal population and the fact that the functions within Environmental Health are very diverse and too operational.



In Nkangala District, some of the EHPs are not occupied with practicing their profession as outlined in their status quo report of 2006, but are engaged with other functions that are not related to Environment Health. They are not optimally utilized and that is a waste of skill and resources and can actually lead to labour problems as employees are employed to perform a particular job but end up doing something else and not necessarily by choice.

2.4.7 Qualifications and Competencies

A further setback is that it seems as if some of the current practitioners in Ugu District Municipality are not fully and/or relevantly qualified for this profession as they did not specify their qualifications. In Nelson Mandela Metropolitan and Nkangala District Municipalities, the Assistant EHPs are having basic school education, some with no additional educational qualification relevant to EH.

This is a profession with specific expertise knowledge and skills and the practitioners need to be fully qualified from accredited educational institutions. There are inherent competencies that the EHPs have to acquire in order to render a professional service.

Again, it is not very clear if all the current practitioners, including their assistants are registered with the Health Professional Council of South Africa (HPCSA), a statutory body, as they did not mention it in their job descriptions. It is a requirement for this profession to register before one practices, otherwise the municipalities might find themselves jeopardized if they do not specify that the statutory registration is a condition for employment.



2.5 *Learning and Development*

Ugu District and Nelson Mandela Metropolitan Municipality have some training plans with less emphasis on core Environmental Health related courses. Focus is more on generic training that do not necessarily enhances or add value to the professional intelligence. This may be caused by the fact that there may be limited training opportunities to address skills, knowledge and attitude of EHPs.

More emphasis should also be on continuous skills development for the practitioners that are already qualified and in the work force for competitive success and good performance.

Investment in education for this profession may prove to minimize other social problems in future and providing learning opportunities of employees will ensure that the strategic objectives are accomplished and thus maintaining healthy communities. Furthermore, it is a requirement in terms of the Skills Development Act, 1998 that an employer should spend at least 1% of its human capital expenditure for a particular financial year. The Municipal Systems Act, 2000, section 68 also stresses development of employees. The training will not only benefit the employees but the community at large.

Due to lack of exposure to learning, the current practitioners may not be aware of new developments and trends and may still adhere to outdated practices and models and therefore, may not keep pace with new demands and challenges. Educational institutions must also play a pivotal role in providing curriculum that is relevant and addressing challenges. They can also assist in designing accredited short courses.



Expert knowledge in this profession is essential. Therefore, continuous research is necessary in this field, taking into account issues like global warming. Benchmarking with other developing countries can also be a strategic move to incorporate best practices relevant to communities.

To curb the scarce skills problems, there should be a drive to attract new recruits to join the profession by allocating bursaries to study and also provide learnership opportunities.



SECTION B - FUNCTIONAL ANALYSIS REPORT

1. MANDATE OF MUNICIPALITIES WITH REGARDS TO EHS

Environmental Health does not have its own independent piece of legislation but its responsibilities are enshrined in others, like, The Constitution of the Republic of South Africa, 1996, Section 152(1) (d) and 156(1) read in conjunction with Part B of both Schedule 4 and 5, which is very specific in that EHS must be rendered at municipal level.

The broad functions are as follows as described in the National Health Act of 2003, schedule of definitions and section 83(1):

- Water quality monitoring;
- Food control;
- Waste management;
- Health surveillance of premises;
- Surveillance and prevention of communicable diseases, excluding immunization;
- Vector control;
- Environmental pollution control;
- Disposal of the dead ; and
- Chemical safety.

(Excluding port health, malaria control and control of hazardous substances which are rendered from the province)



The provisions of EHS are further defined in the following legislation and standards:

- The Constitution of the Republic of South Africa, 1996, Section 152(1) (d) and 156(1) conjunction with Part B of both Schedule 4 and 5;
- National Environmental Management Act, 1998 and its regulations
- Exhumation Act, 1985
- Human Tissue Act, 1983
- Medicine Control Act, 1997
- Foodstuffs, Cosmetics and Disinfectants, 1972 and its regulations;
- Meat Safety Act., 2000;
- Business Licence Act, 1991;
- Hazardous Substance Act, 1973;
- Environment Conservation Act, 1989;
- Atmospheric Pollution Prevention Control Act, 1965 and its regulations;
- National Noise Control Regulation R685;
- Occupational Health and Safety Act, 1993;
- Water Services Act, 1997;
- Abattoir Hygiene Act, 1992;
- Prevention of illegal Eviction from unlawful occupation of Land Act, 1998;
- National Building Regulations and Standards Act, 1977;
- Tobacco Amendment Products Control Act, 1999



■ National and International Standards

There are other legislation that are only relevant to a particular municipality area depending on the challenges and needs, for example, ritual slaughtering, traditional circumcisions, etc.

It is critical that municipalities should make and administer By-Laws for EHS as provided for in section 156(2) of the Constitution. Of importance as well is the development of a strategic plan for EHS which should also outline operational plans and work protocol so that it can be implemented and measured.

1.1 Job Information for EHS

1.1.1 Job Purpose

To render comprehensive EHS at District/Metropolitan municipalities by ensuring a safe and healthy environment for the communities in accordance with prescripts as stipulated in the various Acts of law pertaining to environmental health

1.1.2 Job Outputs

Management functions

- ✚ To lead and direct the teams in their units/sections so that they are able to meet the strategic objectives set for them and ensure quality of service
- ✚ To effectively manage the performance of the teams to ensure appropriate monitoring and evaluation of services they are rendering



- ✚ To identify appropriate learning and development requirements of their teams so that they comply with the EHS training strategy and programme that would be inline with municipal training plans
- ✚ To conduct research in order to keep abreast with new challenges, trends and developments and ensure best practices with regards to improved EHS at municipal level
- ✚ To be the knowledge base for the unit/section with regards to all legislation and prescripts (as mentioned in paragraph 6.1) applicable to the rendering of EHS
- ✚ To liaise and communicate with the municipal executive management and portfolio committees in order to advocate and influence decisions in favour of EHS
- ✚ Participate in various committees/forum internally and externally so that EHS can be well represented
- ✚ To prepare , monitor and control the annual budget for EHS in order for the expenditure to be inline with municipal financial requirements and EHS strategic direction
- ✚ To ensure revenue income for certain services rendered to the communities
- ✚ To ensure that EHS has all the working tools required for optimum service delivery
- ✚ To plan programmes for EHS

Core functions

- ✚ Coordinate activities associated with enforcing compliance with environmental air pollution and noise control as described in Atmospheric Pollution Prevention Control Act, National Environmental Management: Air Quality Act, National Noise Control Regulation R685 and Environment Conservation Act to ensure the prevention of diseases, maintain good air quality, control and limit the release omissions of noxious gases and prevent and control noise disturbance and nuisance



- ✚ Monitor and control the production, supply, transport and sale of milk/milk products in terms of Foodstuffs, Cosmetics and Disinfectants and its regulations, National Health Act and Dairy by-law so that there is safe provision of milk/ milk products for public consumption and control the environmental risk factors that threaten human health
- ✚ Manage and control the spread of diseases by identifying causative environmental conditions and enforcing compliance with the relevant legislation thereby providing environmental health related community and social security services in these areas:
 - Industrial, occupational hygiene and safety;
 - Business licensing;
 - Disposal of the dead;
 - Exhumations;
 - Radiation, safety energy use and transportation of radioactive waste, monitoring and control;
 - Chemical safety;
 - Waste management and general hygiene monitoring;
 - Places of care;
 - Hawker sites;
 - Hair salons;
 - Accommodation and shelter facilities;
 - Unsightly or neglected premises;
 - Communicable diseases;
 - Circumcision; and
 - Ritual slaughter.



- ✚ Coordinate and control the evaluation of public premises, the promotion and provision of health education programs and the evaluation of the provision of safe drinking water and safe disposal of waste water by providing health related ecological services in the following areas:
 - Vector control;
 - Animal and poultry control;
 - Food hygiene;
 - Water quality and sanitation control;
 - Food factories;
 - Private companies;
 - Government departments;
 - Schools; and
 - Monitoring of fishing vessels.
- ✚ Render disaster management services as and when required.

1.1.3 *Working Tools*

- ✚ Transportation
- ✚ Personal Protective Equipment
- ✚ Office equipment including but not limited to desktop computer and printer
- ✚ Promotion material
- ✚ Sampling pack (thermometer, cooler boxes, test kits, Sterile sampling containers)
- ✚ Swab
- ✚ Refrigerator



- ✚ Digital camera
- ✚ Gas burner
- ✚ Animal cages

1.1.4 Unfavourable working conditions

- ✚ Working at heights
- ✚ Walking and climbing
- ✚ Carrying loads
- ✚ Exposure to diseases or infections
- ✚ Exposure to stray animals
- ✚ Exposure to blood
- ✚ Exposure to water
- ✚ Exposure to chemicals
- ✚ Unsociable working hours
- ✚ Harsh weather and temperature conditions

1.2 Inherent requirements for EHS personnel

1.2.1 Qualifications of Environmental Health Practitioners

To practice as an EHP or occupy any position above EHP, the incumbent must have a minimum educational qualification of at least National Diploma in Environmental Health as well as compulsory statutory registration with the Health Professions Council of South Africa. The experience required will vary according to the level of the position and its inherent job specifications.



1.3 Competencies required in the provision of EHS

The following attributes are essential in carrying out the job described to a satisfactory standard (inputs):

1.3.1 Management competences

Table 1: Management Competencies

Competency	Definition
Strategic capability and leadership	The ability to provide vision and inspire others in order to deliver on the organizational mandate.
Policy formulation and implementation	Design and implement policies, guidelines and procedures according to the strategic plan, the legal mandate and clients' needs.
Project management	Plan, manage, monitor and evaluate specific activities in order to deliver desired outcomes.
Financial Management	Exhibit financial concepts in terms of compiling, managing budget, control of cash flow and collection of revenue.
Knowledge management	The ability to obtain, analyze and promote the generation of knowledge and learning in order to enhance to collective knowledge of the unit/section.
Service delivery innovation	Find new ways of delivery services that contribute to the improvement of processes in order to achieve strategic goals



1.3.2. These attributes are applicable to EHP

Table 2: Attribute Applicable to EHP

Competency	Definition
Adaptability	Changing one's behaviour in order to deal more successfully with a new situation by looking for opportunities to make change work and remain flexible.
Analysis	The ability to sift through information in order to identify the main issues and causes of problems/obstacles in work section/unit thereby identifying similarities and trends of current and past situations.
Attention to detail	The ability to attend to all components of tasks to ensure accuracy and minimize errors by accurately following procedures in completing the work.
Change management	Play a change agent role to ensure smooth transition from current situation to desired one in line with organization strategic plan and integrate actions into projects.
Communication	Effectively listen to others and conduct oral presentations clearly and communicate facts and ideas in writing.
Computer literacy	Understanding of basic instructions and procedures required to



Competency	Definition
	operate software applications in order to be able to record and store information for future references.
Conflict management	Anticipate and seek to resolve confrontations, disagreements and complaints in a constructive manner with an aim of addressing issues and resolving conflicts and dissatisfactions.
Innovation	Encouraging creative thinking when it comes to problem-solving and not always requiring instruction to improve own work.
Persuasiveness	The ability to sell a service resulting in acceptance by the consumer by highlighting the benefits.
Office conduct	Conducting oneself in a dignified and respectful manner.
Decisiveness	The ability to make decisions on own authority when timely action is needed and take full responsibility.
External awareness	Be alert of external trends, interest and issues with potential impact on internal procedures, operations and practices.
Quality awareness	Ensure that quality standards and requirements are met in the provision of services by identifying and eliminating root causes of quality challenges.
Self-management	Maintain a high level of full responsibility for one's work achievements and contribute to a sustained high performance



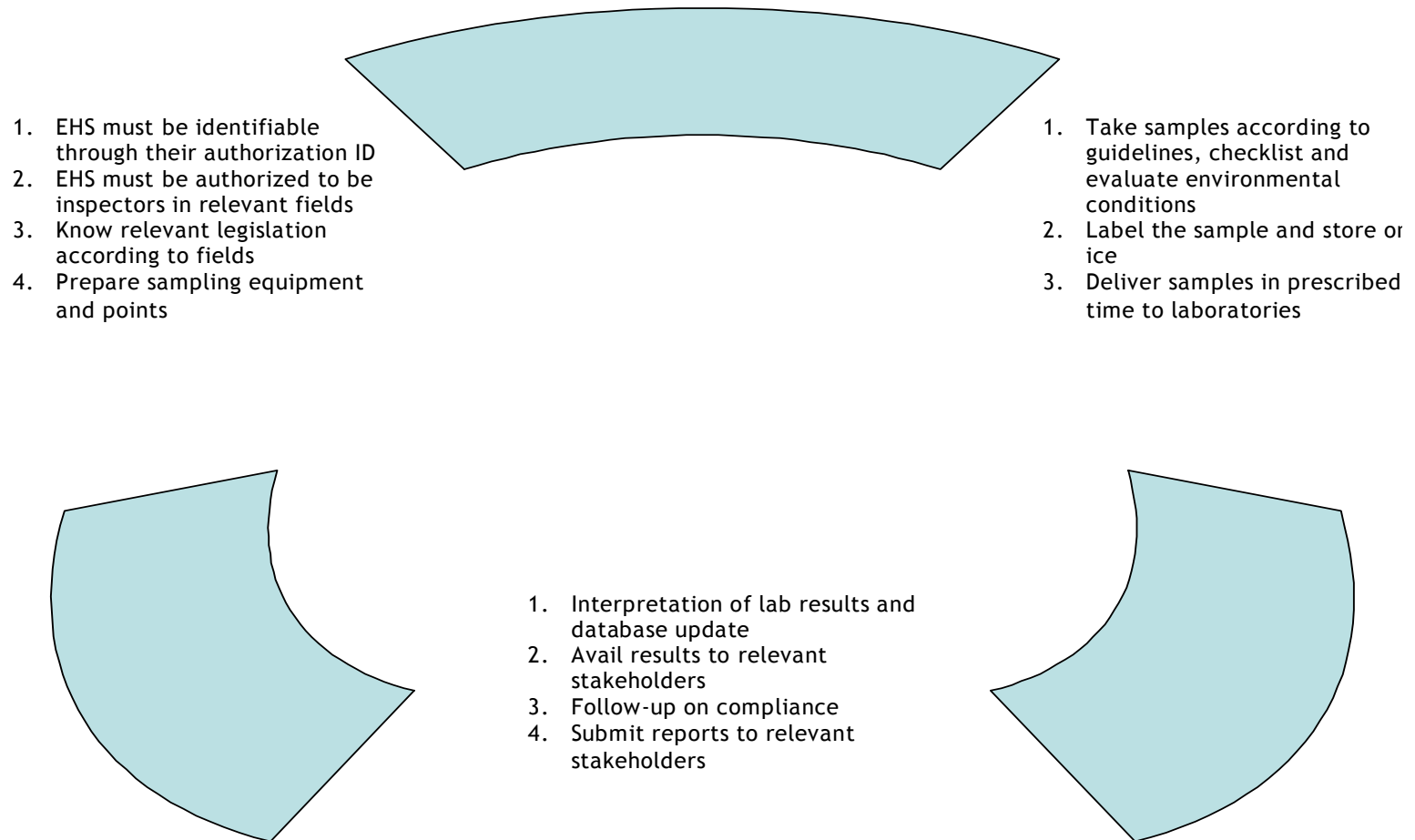
Competency	Definition
	through an effective use of self -assessment and management techniques.

1.4 EHS Sampling Processes

The diagram on the next page articulates the EHS sampling processes



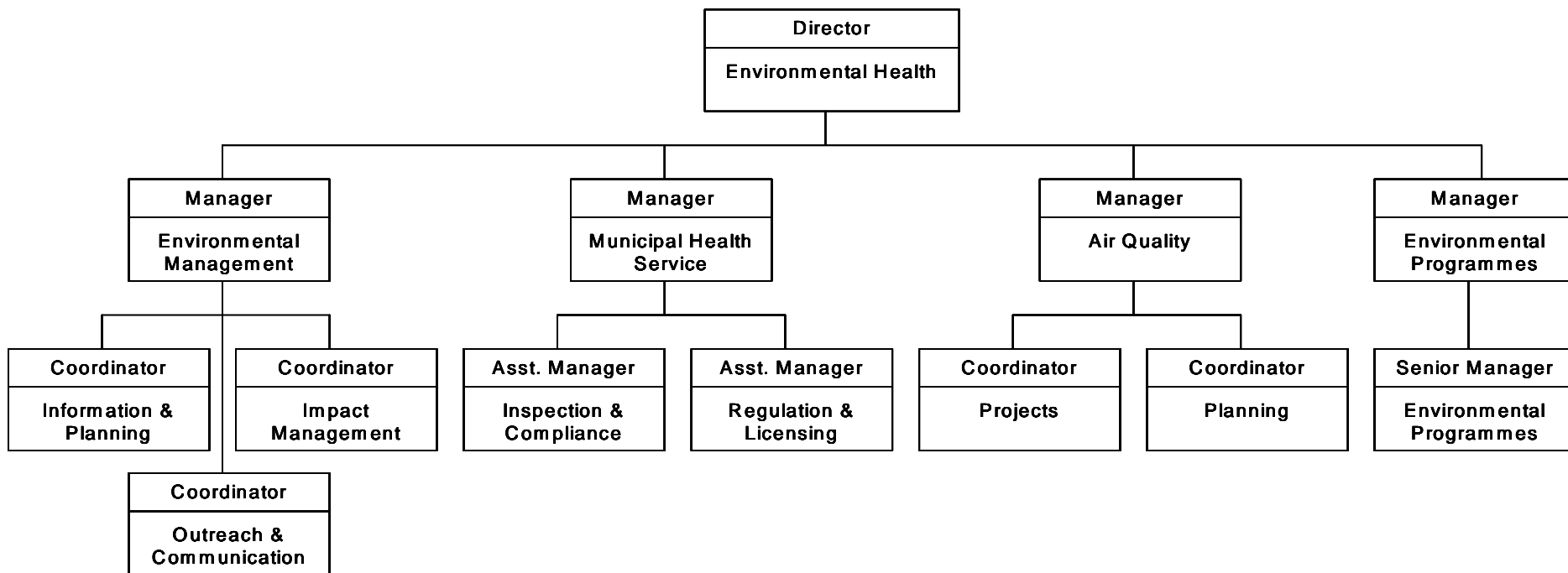
Figure 2: EHP Sampling Process





1.5 Proposed organizational structure for EHS at municipal level

This structure will entirely depend on the size of the municipality and the available resources and budget, though there should be a commitment from the municipalities towards meeting the WHO standards and norms as indicated in section 5.



Organisation structures at municipal level will have much influence on the structure of the national EHS within the DoH, taking into account that there will be reporting lines between municipalities and the DoH.



2. RESOURCES AND BUDGET

Within the confines of justifiable financial constraints, the various municipalities must endeavor to provide funds for EHS especially because its pivotal role is more on prevention rather than cure. The budget should cover human capital expenditure taking into account the Human Resource Plan that will pave a way for more recruitment, training and ultimately effective and efficient rendering of services. The Human Resource Plan assists in controlling the human capital expenditure and proactively anticipates the staffing costs of any new initiatives. In the absence of the HR plan, there might not be appropriate numbers of employees, with the right skills, knowledge and experience at the right time and right place. As a result, it will be difficult to anticipate and meet changes in demand for services and meeting future human capital requirements.

The devolution process which is being stalled because of lack of clear direction must be adequately budgeted for as it may involve relocations, pay parities and so on. A uniform job evaluation to determine the value of each position, might resolve this anticipated problem.

In terms of the current organizational structures, there is understaffing in all the municipalities and some positions are not filled and that has a negative impact on service delivery. In terms of the World Health Organization (WHO), the population ratio per EHP does not meet the minimum requirements of the majority of the municipalities. There is not enough capacity and resources. The WHO ratio is 1EHP per 10 000 population but according to the draft National Health policy, South Africa has settled for 1 EHP per 15 000 population mainly due to financial constraints.

There is a significant shortage of working tools in some municipalities and therefore, there has to be a major budget reallocation to cover the purchasing of equipment.



The actual costs of rendering EHS far outweigh the current subsidy of R12 per household. According to the study conducted by the Health Systems Trust in 2004, the average cost per family of 4 to 5 people is almost R40 and that would exclude the human capital expenditure of the service provider. In other words, the population levels of the municipalities must always be considered over and above the challenges to be dealt with. When budgets are determined, this scenario has to be considered if there is going to be a significant impact and improved service delivery, taking into account that this specialized service has been lagging behind even from the past.

3. CHALLENGES AND GAPS IDENTIFIED

- ✚ There is a lack of clear strategic direction from the National Department with regard to ensuring proper and smooth devolution process. Each municipality is taking responsibility of this process without much support. EHS should be steered at the National Department for better strategic direction and influence at Municipal level.
- ✚ Some departments like Department of Water Affairs and Environmental Affairs have their own EHP and in some instances they are rendering the general EHS as rendered at municipal level and not necessarily providing specialized service relevant to their department. This may ultimately cause duplication of services within the already constraint resources for this function.
- ✚ Although it is legislated that the DoH provincial offices will continue to render services pertaining to malaria control, control of hazardous substances and port health, it may lead to duplication of services, taking into account that in some provinces, the provincial offices are rendering full EHS in rural areas.



SECTION C - SKILLS AUDIT REPORT

A functional analysis was conducted to determine the functions of Environmental Health Services in the municipalities. The findings were outlined in detail including the inherent requirements and competencies required for the successful implementation of EHS. They are contained in the Functional Analysis Report. This necessitated the need to conduct a skills audit for the EHPs to be trained adequately to improve on service delivery.

Although EHS does not have its own independent legislation, its responsibilities are enshrined in other legislation and standards. In looking at the training needs of the EHPs, the inherent requirements, competencies and these legislation were highly considered.

1.1 Approach and Methodology

A skills audit questionnaire to determine the training needs of EHPs, was then developed and approved by the DoH Project Team before it was sent out to the municipalities in order to be completed by the EHPs. The EHPs were telephonically assisted by Yarona personnel in completing the questionnaire in order to save time.

1.2 Purpose of the Skills Audit Process

The major aim for undertaking the skills audit process is threefold, thus to:

- ✚ identify skills need per job role;
- ✚ identify skills gaps between available and required skills; and
- ✚ identify training needs and recommending interventions thereof.



1.3 Participating Municipalities

The following table illustrates the three district municipalities and one metropolitan municipality as well as the number of employees versus the completed questionnaires. It will also be reflected in percentages to determine the level of participation per municipality.

NAME OF MUNICIPALITY	NUMBER OF EMPLOYEES	NUMBER OF QUESTIONNAIRES COMPLETED	PERCENTAGE
Frances Baard District Municipality in Northern Cape Province	3	3	100%
Ugu District Municipality in Kwa-Zulu Natal Province	10	8	80%
Waterberg District Municipality in Limpopo Province	16	15	94%
Nelson Mandela Metropolitan Municipality in the Eastern Cape Province	67	28	42%

The total response rate was 56%.

The population consisted of the following categories of levels within the various municipalities:

- ✚ EHPs,
- ✚ Senior EHPs;
- ✚ Chief EHPs;
- ✚ Principals EHPs;



- ✚ Divisional heads; and
- ✚ Assistant Directors.

In view of the above table, the questionnaires completed may be regarded as representative for the other municipalities except for Nelson Mandela Metropolitan Municipality with a response rate of only 42% of which it can still be accepted though not satisfactory.

1.4 Challenges and Gaps Identified

- ✚ There is a lot of dependency on HR to deliver training, thus, no ownership of the process from the EHS management;
- ✚ HR seems not to be a business partner in its functioning within the municipalities as there are no established systems pertaining to training processes for employees;
- ✚ Budget requirements for EHS training programmes are not adequate to cover the costs of the training needs identified;
- ✚ In the past 2 years, no significant training has taken place in the majority of the sampled municipalities;
- ✚ There is not much emphasis on research and development across all municipalities and yet it is critical in EHS daily duties;
- ✚ The job descriptions for the majority of positions are not updated and therefore, poses a threat to improved service delivery; and
- ✚ It seems there are no accredited training service providers for the EHS profession.



2. DATA COLLECTION AND ANALYSIS

The analyses provided below is based on the number of questionnaires completed and it will be per municipality and per job title, taking into account that although some job roles are the same, the responsibilities might differ according to the municipalities, for example, Chief EHP with some management responsibilities and field work versus Chief EHP with only field work.

It has to be noted that for questions 18 and 20 all the respondents have responded in a similar manner with no clear difference from across all municipalities. Therefore, they will be elaborated as such for all participants and not per municipality or category of employees.

2.1 *Frances Baard District Municipality*

2.1.1 *Part A of the questionnaire*

Identifying particulars - Question 1; 2; 3 and 4

Question 1 and 2 were answered adequately as the respondents identified themselves and their workplaces. Question 3 and 4 were answered as follows:

JOB TITLE	NUMBER OF EMPLOYEES	LENGTH OF SERVICE
Manager	1	2 years
Senior EHPs	2	1 and 25 years



The years of service in EH practice ranges between 1 and 25 years and therefore, there is a dire need for refresher trainings so that employees can be up to date with new developments and trends and other methodologies for performing their duties. 33, 3 % of the Senior EHPs have long been in the service and the possible knowledge and skills base can be created where possible, through proper coaching and mentoring.

2.1.2 Part B of the questionnaire

Description of position - Question 6; 7; 8; 9 and 10

JOB TITLE	DO YOU HAVE A JOB DESCRIPTION	DOES YOUR JOB DESCRIPTION ADEQUATELY DESCRIBE YOUR FUNCTIONS	ARE THERE DUTIES BEING PERFORMED AND ARE NOT INCLUDED IN YOUR JOB DESCRIPTION	ARE THEY RELEVANT TO THE POSITION YOU ARE OCCUPYING	ARE THERE DUTIES THAT ARE NO LONGER PART OF YOUR JOB AND CAN BE DELETED FROM YOUR JOB DESCRIPTION
Manager	Yes	Yes	No	Not applicable	No
Senior EHPs	Yes	Yes	Yes - HIV and AIDS campaigns, greening programmes, Safe water, permitting of dumping sites, sampling of water and milk, inspection of premises	Not really	Meat inspection

The manager and Senior EHPs have job descriptions although the EHPs are performing some duties that are not included in their job descriptions. However, they are within the prescripts and still form part of the whole EHS spectrum. It is therefore, critical that the job descriptions are reviewed at least after every 2 years, so that the training needs can be aligned to the relevant functions.



2.1.3 Part C of the questionnaire

Details of the job - Question 11; 12; 13; and 14

JOB TITLE	GIVE A DESCRIPTION OF THE DUTIES YOU REGULARLY PERFORM AND ARE CRITICAL FOR THE POSITION	WHAT ARE TASKS THAT YOU PERFORM IRREGULARLY AND ARE STILL ESSENTIAL FOR THE POSITION	WHAT EQUIPMENTS DO YOU USE TO PERFORM YOUR DUTIES	DO YOU REQUIRE A HIGH DEGREE OF TECHNICAL KNOWLEDGE FOR YOUR JOB AND WHAT KIND
Manager	Monthly reports, financial management, planning and organizing workflow	Drafting of By-Laws, presentations, coordinating and attending meetings and awareness programmes	Audio visual equipment, water testing kit, thermal meter, monitoring equipment, microscope	Yes - technical knowledge on operational equipment, in-depth knowledge of core function, relevant education qualifications
Senior EHPs	Educational and awareness programmes, taking samples and interpretation of results, air quality management, water pollution, waste management	Attend to community complaints	Air measuring equipment, sampling and training equipment	Yes - knowledge of public health, environmental health, water management, occupational health and safety

2.1.4 Part C of the questionnaire (Continuation)

Details of the job - Question 15; 16; 17; 18; 19 and (18 and 20 - Comment on it generally for all levels and municipalities)



JOB TITLE	ARE YOU WORKING INDEPENDENTLY OR AS PART OF THE TEAM EXPLAIN	ARE YOU HANDLING PROJECTS AND HOW OFTEN?	ARE YOU EXPECTED TO CONDUCT RESEARCH AND TO WHAT EXTENT	TO WHAT EXTENT ARE YOU ABLE TO TAKE DECISIONS ON YOUR DAILY WORK
Manager	Part of the team - parastatals, sector departments, NGO, other municipal officials and councillors	Yes - Greening projects, sanitation, HIV and AIDS projects	Yes - Air sampling although not that often	Authorization of expenditure, approval of meetings, HR related approvals
Senior EHP	Part of the team - but independent when in the field	Yes - educational awareness programmes	Yes - conducting study on community needs regarding dumping of disposal waste	Use own discretion when working independently

2.1.5 Part D of the questionnaire

Training needs - Question 21 and 22

JOB TITLE	FOR OPTIMUM PERFORMANCE IN YOUR CURRENT JOB, WHAT TRAINING DO YOU STILL NEED	WHAT OTHER TRAINING WOULD YOU NEED IF YOU ARE INTERESTED IN ANOTHER POSITION WITHIN THE ORGANIZATION SPECIFY NEW POSITION
Manager	Managerial and financial training, labour relations Formal training - Auditing, environmental law	Municipal management
Senior EHP	Advanced computer training, Hazard Analysis Critical Control Points (HACCP), waste management, air management, project	Financial management, environmental management, environmental impact assessment



JOB TITLE	FOR OPTIMUM PERFORMANCE IN YOUR CURRENT JOB, WHAT TRAINING DO YOU STILL NEED	WHAT OTHER TRAINING WOULD YOU NEED IF YOU ARE INTERESTED IN ANOTHER POSITION WITHIN THE ORGANIZATION SPECIFY NEW POSITION
	management	

2.1.6 Part E of the questionnaire

Future learning and development needs - Question 23 and 24

JOB TITLE	WHAT ARE YOUR CAREER ASPIRATIONS	WHAT DEVELOPMENT OPPORTUNITIES DO YOU NEED TO ENABLE YOU TO REACH THIS ASPIRATION
Manager	Better service delivery to community To impart skills/knowledge to team or subordinates	More practical exposure on higher job level Senior management training
Senior EHP	Management	Financial management

2.1.7 Part F of the questionnaire

Recognition of prior learning - Question 25 and 26

JOB TITLE	WHAT TRAINING DID YOU ATTEND IN THE LAST 2 YEARS	WHAT TRAINING HAVE YOU ACQUIRED OUTSIDE YOUR CURRENT JOB THAT MAY BE RELEVANT TO YOUR PRESENT JOB PLEASE SPECIFY
Manager	Financial management for non - financial managers, project management, environmental management, supply chain	None



JOB TITLE	WHAT TRAINING DID YOU ATTEND IN THE LAST 2 YEARS	WHAT TRAINING HAVE YOU ACQUIRED OUTSIDE YOUR CURRENT JOB THAT MAY BE RELEVANT TO YOUR PRESENT JOB PLEASE SPECIFY
	management	
Senior EHP	Air quality management, hazardous waste, community development work, integrated waste management	None

Very little training has been attended in the past two years and the manager attended non-core related courses although they are useful in terms of assuming management responsibilities.

2.1.8 Part G of the questionnaire

Plan of action - Question 27

JOB TITLE	AGREED TRAINING AND DEVELOPMENT	TRAINING SCHEDULE FOR THE FINANCIAL YEAR
Manager	HR department is responsible	None
Senior EHP	HR department is responsible	None

From these responses, it can be detected that the EHS department does not take ownership of their own training but are dependent on the central HR. This is problematic as there is no indication of commitment to long life learning from all employees.

2.1.9 Training needs analysis Frances Baard District Municipality



JOB TITLE	TRAINING NEEDS IDENTIFIED	PRIOR LEARNING	ESSENTIAL TRAINING NEEDS
Manager	<ul style="list-style-type: none"> ▪ Environmental law ▪ Leadership and Management ▪ Employee relations ▪ Financial management ▪ Auditing ▪ Municipal management 	<ul style="list-style-type: none"> ▪ Air quality management ▪ Medical waste management ▪ Community development ▪ Integrated waste management ▪ Environmental management ▪ Financial management for: ▪ non - financial managers ▪ Project management 	<ul style="list-style-type: none"> ▪ Research methodology ▪ Advanced document/report writing ▪ Formal presentation skills ▪ Meeting procedures ▪ Customer relations
Senior EHPs	<ul style="list-style-type: none"> ▪ Waste management ▪ Air quality control management ▪ Hazard Analysis Critical Control Points (HACCP) ▪ Environmental Impact Assessment ▪ Occupational health and safety ▪ Advanced Microsoft package 	<ul style="list-style-type: none"> ▪ Supply chain management 	<ul style="list-style-type: none"> ▪ Research methodology ▪ Project management ▪ Financial management ▪ Customer relations



JOB TITLE	TRAINING NEEDS IDENTIFIED	PRIOR LEARNING	ESSENTIAL TRAINING NEEDS
	<ul style="list-style-type: none"> ▪ Formal presentation skills ▪ Project management 		

Some of the training needs identified by the manager may not necessarily be relevant to the profession. Looking at the trainings that they underwent in the last 2 years, it may not be enough to keep abreast with new developments and challenges.

2.2 Ugu District Municipality

2.2.1 Part A of the questionnaire

Identifying particulars - Question 1; 2; 3 and 4

Question 1 and 2 - the respondents identified themselves and the municipalities they are stationed at. Question 3 and 4 were answered as follows:

JOB TITLE	NUMBER EMPLOYEES	OF	LENGTH OF SERVICE
Chief EHP	1		35 years
Senior EHPs	7		5 - 22 years

Length of services in this municipality ranges from as far back as 1973 and the basic qualifications were acquired a very long time ago. There has to be vigorous training programmes to update employees on the current industry requirements and other new best practices.



2.2.2 Part B of the questionnaire

Description of position - Question 6; 7; 8; 9 and 10

QUESTIONS	CHIEF EHP	SENIOR EHPS
Do you have a job description	Yes	All have job descriptions
Does your job description adequately describe your functions?	No - some functions have been left out	They are satisfied with the description of their duties
Are there duties being performed and are not included in your job description?	No	No duties performed outside their job descriptions
Are they relevant to the position you are occupying?	N/A	N/A
Are there duties that are no longer part of your job and can be deleted from your job description?	No	No

All employees have job descriptions and the duties being performed are within their job descriptions except for the Chief EHP who indicated that his job description does not adequately describe all his functions as some are left out. It is therefore, critical that the job descriptions are reviewed at least after every 2 years, so that the training needs can be aligned to the relevant functions of the incumbent.

2.2.3 Part C of the questionnaire

Details of the job - Question 11; 12; 13; and 14



QUESTIONS	CHIEF EHP	SENIOR EHPS
Give a description of the duties you regularly perform and are critical for the position?	Control of staff and monitoring of office	Inspection of food, funeral parlours, meat, water sampling, air pollution, sanitation, food condemnation, licences, health education and awareness projects
What are tasks that you perform irregularly and are still essential for the position?	Attendance of management meetings	Investigations, disaster management, air pollution
What equipments do you use to perform your duties?	Office equipment, air pollution monitoring equipment, sound level meters, various sampling equipment	Sampling equipment, thermometers, camera, air pollution and noise meters, protective clothing, cooler bags
Do you require a high degree of technical knowledge for your job and what kind?	Yes - in-depth knowledge of legislation applicable to the profession	Yes - High level of professional knowledge on current industry requirements and legislation, HIV and AIDS, international standards on EHS practices, air pollution control

The questions were adequately answered. The difference in terms of what is done regularly and irregularly depends on the area allocated to each Senior EHP. Some problems are more prevalent in other areas than the others. Critical to these respondents at all levels is the technical knowledge required as the industry has new challenges and demands with regards to application of legislation.

2.2.4 Part C of the questionnaire (Continuation)

Details of the job - Question 15; 16; 17 and 19



QUESTIONS	CHIEF EHP	SENIOR EHPS
Are you working independently or as part of the team? Explain	Team leader	Both
Are you handling projects and how often?	Yes - regularly	Yes - very often
Are you expected to conduct research and to what extent?	Yes	Yes - to keep up with new developments
To what extent are you able to take decisions on your daily work?	Management decisions	To a great extent although the supervisor still has to approve them Can make decisions and use own discretion

Senior EHPs indicated that final decisions are taken by their manager except for 14% of the employees. Only 28, 5% highlighted that they do not or handle minimal projects and do not conduct research. This can also be attributed to what it is prevalent in the allocated area.

2.2.5 Part D of the questionnaire

Training needs - Question 21 and 22

QUESTIONS	CHIEF EHP	SENIOR EHPS
For optimum performance in your current job, what training do you still need?	On the job training - regular workshops to be updated on new legislation Formal training - computer skills	Occupational hygiene, peace training, public administration, financial management and systems, regular workshops to be kept abreast of new developments and legislation, air



QUESTIONS	CHIEF EHP	SENIOR EHPS
		pollution monitoring, computer skills, HIV and AIDS training, HACCP, project management
What other training would you need if you are interested in another position within the organization? Specify new position	None	Management training, administration of municipality

28, 5% of Senior EHPs are not interested in other positions at all. There is a high demand of workshops on legislation and other developments within the industry across all levels.

2.2.6 Part E of the questionnaire

Future learning and development needs - Question 23 and 24

QUESTIONS	CHIEF EHP	SENIOR EHPS
What are your career aspirations?	Manager	Management, consultant, public legal law, occupational health specialist
What development opportunities do you need to enable you to reach this aspiration?	None	Any opportunity, public administration, management

28, 5% of Senior EHPs did not respond to the questions above and another 28, 5% did not respond on the development opportunities they need to reach their aspirations. The Chief EHP also indicated no need in development opportunities.

2.2.7 Part F of the questionnaire

Recognition of prior learning - Question 25 and 26



QUESTIONS	CHIEF EHP	SENIOR EHP
What training did you attend in the last 2 years?	None	Computer training, first aid, national certificate in air pollution
What training have you acquired outside your current job that may be relevant to your present job? Please specify	None	Water pollution and air pollution, HIV and AIDS , pest control

The Chief EHP did not attend any training in the last 2 years nor acquired any training outside his job. 71, 4% of the Senior EHPs did not attended or acquired any training outside their current jobs.

2.2.8 Part G of the questionnaire

Plan of action - Question 27

QUESTION	CHIEF EHP	SENIOR EHP
Agreed training and development	HACCP	HR department is responsible
Training schedule for the financial year	None	None

From these responses, it can be detected that the EHS department does not take ownership of their own training but are dependent on the central HR. This is despite the fact that there has not been much training in the past few years.

2.2.9 Training needs analysis of Ugu District Municipality

JOB TITLE	TRAINING NEEDS IDENTIFIED	PRIOR LEARNING	ESSENTIAL TRAINING NEEDS
Chief EHP	<ul style="list-style-type: none"> ▪ Workshops on legislation update 	None	<ul style="list-style-type: none"> ▪ Advanced



JOB TITLE	TRAINING NEEDS IDENTIFIED	PRIOR LEARNING	ESSENTIAL TRAINING NEEDS
	<ul style="list-style-type: none"> ▪ HACCP ▪ Microsoft package 		<p>document/report writing</p> <ul style="list-style-type: none"> ▪ Formal presentation skills ▪ Project management ▪ Research methodology ▪ Customer relations ▪ Leadership and management
Senior EHPs	<ul style="list-style-type: none"> ▪ Workshops on exchange of information and legislation ▪ Air pollution monitoring ▪ Occupational hygiene and safety ▪ Peace officers ▪ HACCP ▪ HIV and AIDS ▪ Public Administration ▪ Financial management and systems ▪ Microsoft package ▪ Project management ▪ Practical exposure to new 	<ul style="list-style-type: none"> ▪ First aid ▪ National certificate in air pollution ▪ Computer training 	<ul style="list-style-type: none"> ▪ Research methodology ▪ Formal presentation skills ▪ Customer relations



JOB TITLE	TRAINING NEEDS IDENTIFIED	PRIOR LEARNING	ESSENTIAL TRAINING NEEDS
	technological equipment		

The respondents did not highlight much of the training needs, taking into account that there has not been much training in the last 2 years and the majority did not even undergo for any training. What has been identified is more to do with information sharing pertaining to legislation rather than specific training on specialised fields within the profession. This may be due to amendments on various legislation and challenges with regard to the implementation.

2.3 Waterberg District Municipality

2.3.1 Part A of the questionnaire

Identifying particulars - Question 1; 2; 3 and 4

Question 1 and 2 were answered adequately as the respondents identified themselves and the municipalities they are stationed at. Question 2 and 4 were answered as follows:

JOB TITLE	NUMBER OF EMPLOYEES	LENGTH OF SERVICE
Divisional Head	4	11 - 28 years
Chief EHP	1	35 years
Senior EHP	2	2 - 11 years
EHPs	8	1 - 7 years



In this municipality, the staff complement consists of more EHPs whose length of service ranges between 1 to 7 years. However, the longest serving employee has 35 years of service. Long serving employees who are in management positions regard themselves as too old to embark on streamlined training but rather on-the-job training will suffice for them of which it may not be available since they are managers. This may be an obstacle for growth and not encouraging for other younger colleagues who are in majority.

2.3.2 Part B of the questionnaire

Description of position - Question 6; 7; 8; 9 and 10

QUESTIONS	DIVISIONAL HEADS	CHIEF EHP	SENIOR EHPS	EHPs
Do you have a job description?	Yes	Yes	All have job descriptions	Yes
Does your job description adequately describe your functions?	Not updated	Yes - not approved	They are satisfied with the description of their duties	Yes
Are there duties being performed and are not included in your job description?	Yes - management duties, local government ordinances , No	N/A	No duties performed outside their job descriptions	No
Are they relevant to the position you are occupying?	Yes	N/A	N/A	N/A
Are there duties that are no longer part of your job and can be deleted from your job description?	Yes - waste management	No	No	Malaria, hazardous chemical substances



86% of employees have job descriptions and 33, 3% indicated that either their job descriptions are not updated or approved. 20% have got some duties that are no longer relevant to their job. A further 26% still have duties that should be deleted from their job descriptions. Job description review is essential to ensure optimum functioning of employees and this will also assist even in terms of proper performance management.

2.3.3 Part C of the questionnaire

Details of the job - Question 11; 12; 13; and 14

QUESTIONS	DIVISIONAL HEADS	CHIEF EHP	SENIOR EHPS	EHPs
Give a description of the duties you regularly perform and are critical for the position?	Water quality control, cleaning campaign projects, management duties, food control, air pollution control, control of infectious diseases, attending meetings, budget management, licensing	Inspection of premises	Food quality monitoring, inspections of crèches, schools, shops and butcheries	Health education and awareness projects, Water quality, waste management, occupational health and safety, food control, environmental hazard control, disposal of the dead
What are tasks that you perform irregularly and are still essential for the position?	Supervision of subordinates, food and safety control, disaster management, food poisoning, complaints from communities, implementing	Environmental assessments	Disposal of the dead, communicable diseases, initiation schools	disaster management, complaints from communities, water and food sampling, environmental pollution



QUESTIONS	DIVISIONAL HEADS	CHIEF EHP	SENIOR EHPS	EHPS
	council resolutions			
What equipments do you use to perform your duties?	Sampling equipment, protective clothing	Sampling equipment	Sampling equipment, cooler bags, thermometers, water testing kit	Sampling equipment, protective clothing, cooler bags, thermometers, water testing kit
Do you require a high degree of technical knowledge for your job and what kind?	Knowledge of legislation and new research developments	High level of knowledge of environmental protection and wetland, disposal of waste		Specialised knowledge on EHS fields, technical knowledge on analysing results of samples

37, 5% of EHPs highlighted the requirement to have technical knowledge whereas all the Senior EHPs did not respond to this question.

2.3.4 Part C of the questionnaire (Continuation)

Details of the job - Question 15; 16; 17; 18; 19 and (18 and 20 - Comment on it generally for all levels and municipalities)

QUESTIONS	DIVISIONAL HEADS	CHIEF EHP	SENIOR EHPS	EHPS
Are you working independently or as part of the team? Explain	Both - Team leader	Work as part of the team	Both	Independently, both
Are you handling projects and how often?	Yes - regularly	Yes - but not regularly	Yes - very often	Yes - not regularly
Are you expected to conduct	Yes - outbreak of	Yes	Yes - when the need	Yes - not often



QUESTIONS	DIVISIONAL HEADS	CHIEF EHP	SENIOR EHPS	EHPS
research and to what extent?	food poisoning		arises	
To what extent are you able to take decisions on your daily work?	Management decisions, involve team specialists		To a great extend although the supervisor still has to approve them Can make decisions and use own discretion	On the spot decisions

25% of the divisional heads are not conducting any research. Chief EHP did not give an indication of any decision-making powers. 50% of the senior EHPs did not respond on whether they work independently or as part of the team. They also do not handle any projects. 12, 5% of EHS did not indicate if they are able to take decisions, which may be attributed to lack of experience. Only 37, 5% indicated that they do conduct research but limitedly.

2.3.5 Part D of the questionnaire

Training needs - Question 21 and 22

QUESTIONS	DIVISIONAL HEADS	CHIEF EHP	SENIOR EHPS	EHPS
For optimum performance in your current job, what training do you still need?	Training on new regulations, Acts and Ordinances, Microsoft package, Air pollution monitoring and control, leadership and management,	Microsoft package,	Microsoft package, law enforcement, occupational health and hygiene, management, project management	Peace training, Procedure on licence approval, Training on new regulations, Acts and Ordinances, Microsoft package, project management, new developments in the



QUESTIONS	DIVISIONAL HEADS	CHIEF EHP	SENIOR EHPS	EHPs
	food inspection			industry, milk and food sampling processes, occupational health and safety,
What other training would you need if you are interested in another position within the organization? Specify new position	Microsoft package, presentation skills, management		Communication, change management, leadership and management skills	Project management, leadership and management skills, communication skills, water quality, occupational health and safety, financial management

75% of the Divisional Heads are not interested in other positions hence no training needed. Chief EHP also is not interested in other positions nor training in that regard. 25% of the EHPs indicated no other training for future positions. Communication skills received high priority amongst both Senior EHPs and Junior EHPs as a training need.

2.3.6 Part E of the questionnaire

Future learning and development needs - Question 23 and 24

QUESTIONS	DIVISIONAL HEADS	CHIEF EHP	SENIOR EHPS	EHPs
What are your career aspirations?	Too old, retirement	Manager	Management, personal studies	Management, personal studies, consultant, public legal law,



QUESTIONS	DIVISIONAL HEADS	CHIEF EHP	SENIOR EHPS	EHPS
				occupational health specialist,
What development opportunities do you need to enable you to reach this aspiration?	None	None	Project management	An opportunity to study, public administration, management, strategic planning, mentoring

37, 5% of EHPs did not respond to above questions. Chief EHP did not indicate any needed opportunity for development. 31, 2% of EHPs did not respond on the development opportunities they need to reach their aspirations. 12, 5% of EHPs are discouraged by the profession although they mentor more junior staff. 25% wants an opportunity to study and be funded with their post graduate studies. Only 50% of Senior EHPs need an opportunity for development. 50% of the divisional heads are looking forward to retirement and too old for career aspirations development opportunities.

2.3.7 Part F of the questionnaire

Recognition of prior learning - Question 25 and 26

QUESTIONS	DIVISIONAL HEADS	CHIEF EHP	SENIOR EHPS	EHPS
What training did you attend in the last 2 years?	Supply chain management, Municipal structures Act and Municipal finance management Act	Environmental management workshop, dairy workshop,	Project management, dairy workshop, environmental management workshop	Project management, dairy products, waste management, fire fighting



QUESTIONS	DIVISIONAL HEADS	CHIEF EHP	SENIOR EHPS	EHPS
What training have you acquired outside your current job that may be relevant to your present job? Please specify	None, dairy products, project management, peace officer training, disaster management, first aid, occupational health and safety	Computer training	None	First aid, computer training, project management

2.3.8 Part G of the questionnaire

Plan of action - Question 27

QUESTION	DIVISIONAL HEADS	CHIEF EHP	SENIOR EHP	EHPS
Agreed training and development	Not sure if budget is available, HR is responsible	Manager is responsible,	is Manager is responsible,	HR is responsible
Training schedule for the financial year	None	None	None	None

25% of divisional heads did not respond to the above questions. HR is expected to lead the training processes and the divisional heads do not have their training schedule, so it is unlikely that their subordinates will have.

2.3.9 Training needs analysis of Waterberg District Municipality

JOB TITLE	TRAINING NEEDS IDENTIFIED	PRIOR LEARNING	ESSENTIAL TRAINING NEEDS
Divisional	<ul style="list-style-type: none"> ▪ Air pollution monitoring and control 	<ul style="list-style-type: none"> ▪ Municipal Systems Act 	<ul style="list-style-type: none"> ▪ Advanced



JOB TITLE	TRAINING NEEDS IDENTIFIED	PRIOR LEARNING	ESSENTIAL TRAINING NEEDS
Heads	<ul style="list-style-type: none"> ▪ Food inspection ▪ Acts and Ordinances ▪ Formal presentation skills ▪ Leadership and management ▪ Microsoft package 	<ul style="list-style-type: none"> ▪ Municipal Financial Management Act ▪ Supply chain management ▪ Microsoft package 	<ul style="list-style-type: none"> ▪ document/report writing ▪ Research methodology ▪ Meeting procedures ▪ Customer relations ▪ Project management
Chief EHP	<ul style="list-style-type: none"> ▪ Microsoft package 	<ul style="list-style-type: none"> ▪ Environmental management workshop ▪ Dairy products workshop 	<ul style="list-style-type: none"> ▪ Research methodology ▪ Leadership and management ▪ Project management ▪ Customer relations
Senior EHPs	<ul style="list-style-type: none"> ▪ Law enforcement ▪ Occupational health and safety ▪ Project management ▪ Microsoft package ▪ Leadership and management ▪ Communication skills ▪ Change management 	<ul style="list-style-type: none"> ▪ Environmental management workshop ▪ Dairy product workshop ▪ Project management ▪ Computer training 	<ul style="list-style-type: none"> ▪ Research methodology ▪ Knowledge of initiation schools ▪ Project management ▪ Customer relations

The training needs of all employees must be addressed to ensure effective and efficient service delivery.



2.4 Nelson Mandela Metropolitan Municipality

2.4.1 Part A of the questionnaire

Identifying particulars - Question 1; 2; 3 and 4

Question 1 and 2 were answered adequately as the respondents identified themselves and the municipalities they are stationed at. Question 3 and 4 were answered as follows:

JOB TITLE	NUMBER EMPLOYEES	OF	LENGTH OF SERVICE
Assistant Directors	4		9 - 33 years
Principal EHPs	5		16 - 36 years
Senior EHPs	16		3 - 30 years
EHPs	3		5 months - 18 years

Senior EHPs are more in numbers. Each category has relatively long serving employees. Mentoring and coaching should be formal to ensure efficient succession plan and creation of knowledge base for the EHS department.

2.4.2 Part B of the questionnaire

Description of position - Question 6; 7; 8; 9 and 10

QUESTIONS	ASSISTANT DIRECTORS	PRINCIPAL EHPS	SENIOR EHPS	EHPS
Do you have a job description?	Yes	Yes	Yes	Yes



QUESTIONS	ASSISTANT DIRECTORS	PRINCIPAL EHPs	SENIOR EHPs	EHPs
Does your job description adequately describe your functions?	Yes	Yes	Yes	Yes
Are there duties being performed and are not included in your job description?	No	Yes	Yes	No
Are they relevant to the position you are occupying?	N/A	N/A	Not sure	N/A
Are there duties that are no longer part of your job and can be deleted from your job description?	No	Yes - pest and animal control		N/A

33, 3% of EHPs affirmed to have a job description but have not yet received it after 5 months in employment and is not sure if there are any duties that can be deleted from the job description. All Assistant Directors have job descriptions and only 25% are performing additional duties pertaining to law as the respondent has a law degree. 20% of the Principal EHPs are not sure if some duties performed are included in their job descriptions and are still having duties on their job descriptions that can be deleted. 37, 5% of Senior EHPs are also not sure if all duties being performed are included in their job descriptions are updated and only 6, 2% said their job descriptions are not accurately described. 12, 5% of Senior EHPs have duties that must be deleted from their job descriptions. These necessitate the need to review and update them accordingly.

2.4.3 Part C of the questionnaire

Details of the job - Question 11; 12; 13; and 14



QUESTIONS	ASSISTANT DIRECTORS	PRINCIPAL EHPS	SENIOR EHPS	EHPS
Give a description of the duties you regularly perform and are critical for the position?	Management of staff and budget, monitoring of premises, development of By-Laws, management of air pollution and noise data, attending to complaints, research and advisory services	Supervisory duties, assist with court cases related to environmental health, educational programmes, overseeing of circumcision processes, food and dairy inspections, air and water pollution,	Inspections of premises, food and water sampling, air pollution, refuse surveying, attending to complaints, infectious diseases, dairy control	Water sampling, inspections of premises and food, licensing, disposal of the dead, supervision, attending to complaints and reporting to councillors,
What are tasks that you perform irregularly and are still essential for the position?	Managing burning permit and refuse applications, managing and coordinating projects, managing the processing of trade licence applications, coordinating and supervising diesel vehicle emission, disaster management	Compilation of stats and reports, wash and sterilize agar equipment, project management,	Inspections of new buildings, health promotion campaigns, compilation of stats, supervision of traditional circumcision, supervision of staff	Exhumations and reburials, health education, reviewing policies, assisting with budget management and planning



QUESTIONS	ASSISTANT DIRECTORS	PRINCIPAL EHPs	SENIOR EHPs	EHPs
What equipments do you use to perform your duties?	Office equipment, Open pass air monitoring equipment, gis monitoring	Protective clothing, measuring tape, lazer meter, training equipment	Sampling equipment, thermometers, training equipment, sound level monitors, diesel testing equipment	Sampling equipment, thermometer, cooler bags, measuring tapes
Do you require a high degree of technical knowledge for your job and what kind?	Yes - expertise knowledge with regard to environmental health issues	In-depth knowledge of environmental health issues	In-depth knowledge of environmental health issues,	Expertise knowledge in environmental health

The Assistant Directors are performing high level management responsibilities. 33% of the EHPs whose length of service is 18 years are assisting with management responsibilities. 20% of Principal EHPs did not complete the first 2 questions. Another 6, 2% of Senior EHPs are assisting with supervision functions because of the 17 years of service they have acquired.

2.4.4 Part C of the questionnaire (Continuation)

Details of the job - Question 15; 16; 17; 19

QUESTIONS	ASSISTANT DIRECTORS	PRINCIPAL EHPs	SENIOR EHPs	EHPs
Are you working independently or as	Independently and involving team	Both	Both	Both - assisting other



QUESTIONS	ASSISTANT DIRECTORS	PRINCIPAL EHPS	SENIOR EHPS	EHPs
part of the team? Explain	members			colleagues
Are you handling projects and how often?	Yes	Yes	Yes	Yes - regularly
Are you expected to conduct research and to what extent?	Yes	Yes	Yes	Yes
To what extent are you able to take decisions on your daily work?	Management decisions	Core function decision-making	Core function decision-making	Decision making is critical in most circumstances

The Assistant Directors are responsible for projects and conducting research. 33, 3% of EHPs are not involved in projects although they do conduct research when required. 100% of the Principal and Senior EHPs are extensively involved in projects and they do conduct research. They do take decisions pertaining to their daily work.

2.4.5 Part D of the questionnaire

Training needs - Question 21 and 22

QUESTIONS	ASSISTANT DIRECTORS	PRINCIPAL EHPS	SENIOR EHPS	EHPs
For optimum performance in your current job, what training do you still need?	Training of green scorpions, advanced Microsoft package, information technology, economics short courses on	HACCP, food safety management, employee relations, financial management, leadership and	Basic construction and architectural skills, air pollution control, environmental impact assessment,	Advanced Microsoft package, waste management, environmental impact assessment, short courses on environmental health, HACCP, administrative law



QUESTIONS	ASSISTANT DIRECTORS	PRINCIPAL EHPS	SENIOR EHPS	EHPs
	environmental health, project management, change management	management, basic Xhosa course, short courses on environmental health, hazardous waste	disaster management, air and water quality control, financial management, basic HR training	course
What other training would you need if you are interested in another position within the organization? Specify new position	Occupational hygiene	Advanced Microsoft package, environmental impact assessment, employee relations,	Green scorpion training, management, post graduate studies, consultancy work	Occupational health and safety, pest control, management skills,

50% of the Assistant Directors have shown interest in trainings that are not really in line with EHS. Another 25% indicated that they do not need any training or opportunity for development. 20% of the Principal EHPs are about to retire and therefore do not need any training. 20% do not need other training for different positions. 25% of Senior EHPs are interested in personal studies.

2.4.6 Part E of the questionnaire

Future learning and development needs - Question 23 and 24



QUESTIONS	ASSISTANT DIRECTOR	PRINCIPAL EHPS	SENIOR EHPS	EHPS
What are your career aspirations?	Director	Manager	Management position, specialisation in building plans	Exposition of the EHS profession, Assistant Director
What development opportunities do you need to enable you to reach this aspiration?	Opportunity to become a green scorpion, skills are already acquired	Management courses, waste management	Management training, the future is bleak as white and a male	Decisiveness, post graduate studies

25% of the Assistant Directors are confident that they have acquired the necessary skills to be in higher positions. 66, 6% of the EHPs want to do post graduate studies. 60% of the Principal EHPs indicated no career aspirations or the need for development opportunities. 12, 5% of Senior EHPs are pessimistic with regard to development opportunities because of their race and gender.

2.4.7 Part F of the questionnaire

Recognition of prior learning - Question 25 and 26

QUESTIONS	ASSISTANT DIRECTORS	PRINCIPAL EHPS	SENIOR EHPS	EHPS
What training did you attend in the last 2 years?	Project management, air quality management, technological exchange programme with Sweden, advanced computer course, change management,	Pest control, disciplinary hearing, basic training, report writing, management course, computer training, project management,	Basic computer training and book keeping, air quality monitoring, food fortification course, pest control, modern supervision,	Management courses, business writing skills, First aid, occupational health and safety, insecticide training



QUESTIONS	ASSISTANT DIRECTORS	PRINCIPAL EHPS	SENIOR EHPS	EHPs
	Occupational health and safety, HACCP, Modern supervision, creative and innovative thinking	presentation skills, HACCP,	HACCP, milk and food control, time management, maintenance of emission inventory	
What training have you acquired outside your current job that may be relevant to your present job? Please specify	Commissioner's course for the CCMA, air quality, change management	Air pollution	Project management, finance for non-financial managers, management training	Disciplinary course, HIV and AIDS, noise control

25% of Assistant Directors had an opportunity for the exchange programme on technology in Sweden. Another 25% can assist the department/municipality in dealing with disciplinary issues. 33% of EHPs can also be of help regarding disciplinary matters. For the past 2 years, there has been significant training for this management cadre (Assistant Directors). Trainings that the EHPs have undergone through are relevant to the profession.

2.4.8 Part G of the questionnaire

Plan of action - Question 27

QUESTION	ASSISTANT DIRECTORS	PRINCIPAL EHPS	SENIOR EHP	EHPs
Agreed training and	Report writing,	Basic Xhosa,	Fuel burning	Personal studies on environmental



QUESTION	ASSISTANT DIRECTORS	PRINCIPAL EHPs	SENIOR EHP	EHPs
development	Upper review licence programme, conflict management	modern supervision	appliance course, management, conflict management	health and financial management,
Training schedule for the financial year	None	None	Yes	None

50% of Assistant Directors have a training plan. 66% of EHPs do not have training schedule except embarking on personal studies. 60% of Principal EHPs also do not have training plans and 20% indicated that HR is responsible. 25% of Senior EHPs do not have training plans. Once again there is still a tendency to shift responsibility to HR when it comes to learning and development.

2.4.9 Training needs analysis of Nelson Mandela Metropolitan Municipality

JOB TITLE	TRAINING NEEDS IDENTIFIED	PRIOR LEARNING	ESSENTIAL TRAINING NEEDS
Assistant Directors	<ul style="list-style-type: none"> ▪ Occupational hygiene ▪ Short courses on environmental health ▪ Green scorpion training ▪ Microsoft package ▪ Project management ▪ Change management 	<ul style="list-style-type: none"> ▪ Air quality ▪ HACCP ▪ Commissioner’s course for the CCMA ▪ Municipal Systems Act ▪ Municipal Financial Management Act 	<ul style="list-style-type: none"> ▪ Advanced document/report writing ▪ Research methodology ▪ Meeting procedures ▪ Customer relations ▪ Advanced project management



JOB TITLE	TRAINING NEEDS IDENTIFIED	PRIOR LEARNING	ESSENTIAL TRAINING NEEDS
	<ul style="list-style-type: none"> ▪ Economics ▪ Information technology 	<ul style="list-style-type: none"> ▪ Technological exchange programme with Sweden ▪ Advanced computer courses ▪ Change management ▪ Creative and innovative thinking ▪ Project management ▪ Supply chain management ▪ Microsoft package 	
Principal EHSP's	<ul style="list-style-type: none"> ▪ HACCP ▪ Food safety management ▪ Short courses on environmental health ▪ Hazardous waste ▪ Environmental impact assessment ▪ Employee relations ▪ Financial management ▪ Leadership and management ▪ Basic Xhosa course 	<ul style="list-style-type: none"> ▪ Pest control ▪ HACCP ▪ Disciplinary hearing ▪ Report writing ▪ Management course ▪ Computer training ▪ Project management ▪ Presentation skills 	<ul style="list-style-type: none"> ▪ Advanced research methodology ▪ Initiation school processes ▪ Customer relations ▪ Project management



JOB TITLE	TRAINING NEEDS IDENTIFIED	PRIOR LEARNING	ESSENTIAL TRAINING NEEDS
	<ul style="list-style-type: none"> Advanced Microsoft package 		
Senior EHPs	<ul style="list-style-type: none"> Noise and air pollution control Environmental impact assessment Green scorpion training Management Post graduate studies Microsoft package Community development programmes Basic construction and architectural skills Basic Xhosa Financial management Basic HR training 	<ul style="list-style-type: none"> Air quality monitoring Food fortification course Pest control Modern supervision HACCP Milk and food control Basic computer training and book keeping Project management Finance for non-financial managers Management training Time management 	<ul style="list-style-type: none"> Research methodology Project management Customer relations Leadership and management Change management
EHPs	<ul style="list-style-type: none"> Waste management Environmental impact assessment Short courses on environmental health HACCP 	<ul style="list-style-type: none"> First aid Occupational health and safety Noise control Insecticide training 	<ul style="list-style-type: none"> Research methodology Project management Customer relations



JOB TITLE	TRAINING NEEDS IDENTIFIED	PRIOR LEARNING	ESSENTIAL TRAINING NEEDS
	<ul style="list-style-type: none"> ▪ Occupational health and safety ▪ Pest control ▪ Administrative law course ▪ Management skills ▪ Advanced Microsoft package 	<ul style="list-style-type: none"> ▪ HIV and AIDS ▪ Management courses ▪ Business writing skills ▪ Disciplinary course 	
JOB TITLE	TRAINING NEEDS IDENTIFIED	PRIOR LEARNING	ESSENTIAL TRAINING NEEDS

It seems that the training needs of the employees in EHS have been fairly addressed, looking at the trainings that have taken place in the last 2 years. More training needs have been identified and they will to be addressed as such depending on the priorities that will be identified.

2.5 Common Responses to Questions 18 and 20 of the Questionnaire

The common customers across all municipalities and levels are communities, businesses, government departments and NGO’s. Furthermore, employees have to be multi skilled in order to function optimally in their various positions.



3. PRIORITY SKILLS TRAINING

Between 70% and 100% of employees across all municipalities and levels have identified the training needs below and therefore, should be prioritised according to the training schedule.

- ✚ Legislation relevant to the profession
- ✚ Occupational health and safety
- ✚ Waste management
- ✚ Air and noise quality control
- ✚ Disaster management
- ✚ Law enforcement
- ✚ Environmental Health Impact Assessment
- ✚ HACCP
- ✚ Microsoft package
- ✚ Formal presentation skills
- ✚ Project management
- ✚ Customer relations
- ✚ Leadership and management
- ✚ Financial management



4. SERVICE PROVIDERS

Service providers to be used for planned training and development activities are identified as follows:

- ✚ Training service providers as accredited by the relevant SETAs - Currently Local Government and related services seta does not have any accredited service providers although there are a few which are in the process of being accredited.
- ✚ Academic institutions - The University of Pretoria and Tshwane University of Technology have established departments of EHS and are aware of the challenges in the field and are willing to have partnerships with the municipalities to offer short courses and other services to uplift the EHS in the communities.



SECTION D - TRAINING STRATEGY

1. BACKGROUND TO THE TRAINING STRATEGY

EHS has been neglected in the past and lacked coherence and coordination and yet they form part of an integral service to the communities. Poor articulation characterised the EHS offered in various communities and currently, EHS are not fully offered at municipal level and yet these services are more preventative than curative, and hence the health and safety of the communities are more at risk.

In our sampled municipalities, EHS do not feature in strategic documents which pave the way for the services that municipalities are rendering to the communities. Furthermore, training needs of EHPs are not fully given attention in terms of addressing the challenges faced by the EHPs - this phenomenon impedes improved service delivery on EHS. As a matter of principle, EHS should be a strategic partner in ensuring that the municipalities do not compromise service delivery to the communities.

It is against this background that a Training Strategy is developed to ensure that EHPs are adequately skilled and knowledgeable to provide comprehensive and quality EHS to the communities at municipal level.

1.1 *Current Challenges*

- ☒ There is not much training taking place within EHS
- ☒ Training budget is not adequate to address the training needs relevant to the profession
- ☒ There seems to be no strategic plan for EHS that will also steer the direction for training and development



- ☒ Due to lack of enough exposure to learning, the current practitioners may not be aware of new developments and trends and may still adhere to outdated practices and models and therefore, may not keep abreast with new demands and challenges
- ☒ The EHS departments within the municipalities sampled, are more dependent on their Human Resource departments in all areas of their training and development and not taking full responsibility for their own training and skills development
- ☒ There are no training service providers who are accredited by the SETAs to provide EHS related training

1.2 *Opportunities for Growth*

- ☒ Although this profession EHS might not be categorized under scarce skills, there should be a drive to attract new recruits to join the profession by allocating bursaries to study and also provide learnership opportunities. This should be over and above recruiting back the EHPs who ventured into other fields of work.
- ☒ Expertise knowledge in this profession is essential. Therefore, continuous research is necessary in this field, taking into account issues like global warming. Benchmarking with other developing countries can also be a strategic move to incorporate best practices relevant to communities.
- ☒ Educational institutions must also play a pivotal role in providing curriculum that is relevant and addressing challenges. They can also assist in designing accredited short courses.

2. PURPOSE OF TRAINING STRATEGY

The purpose of the strategy is:



- ☒ To provide a framework for comprehensive staff learning and development opportunities in the EHS at municipal level in order to support the strategic objectives of EHS and ensure efficient and effective service delivery to the various communities.
- ☒ To embrace all aspects of employee learning and development and the various Municipal Human Resources Departments, must spearhead the learning process of employees in EHS. Because of the scope of this process, the approach would be to actively involve EHS directly to ensure that learning and development will be relevant to their training needs and the challenges they are facing in service rendering.
- ☒ To add emphasis to the managers in EHS and must closely monitor the implementation of the EHS Training Strategy so that they can adequately deal with the challenges that may impede the learning processes for the EHS department. They ought to be aware of the key deliverables, targets and accountabilities to ensure successful outcomes.

3. LEGISLATIVE CONTEXT

3.1 *Mandate of EHS at Municipal Level*

Environmental Health does not have its own independent piece of legislation but its responsibilities are enshrined in others, like, The Constitution of the Republic of South Africa, 1996, Section 152(1) (d) and 156(1) read in conjunction with Part B of both Schedule 4 and 5, which is very specific in that EHS must be rendered at municipal level.

In considering the training needs of EHPs, the broad functions of EHS in the National Health Act, 2003 need to be clearly understood as mentioned hereunder:

- 🇿🇦 Water quality monitoring;
- 🇿🇦 Food control;



- ✚ Waste management;
- ✚ Health surveillance of premises;
- ✚ Surveillance and prevention of communicable diseases, excluding immunization;
- ✚ Vector control;
- ✚ Environmental pollution control;
- ✚ Disposal of the dead ; and
- ✚ Chemical safety.

The National Health Act cannot be looked at in isolation since there are other legislation and standards that further define the provisions of EHS namely:

- ✚ The Constitution of the Republic of South Africa, 1996, Section 152(1) (d) and 156(1) conjunction with Part B of both Schedule 4 and 5;
- ✚ National Environmental Management Act, 1998 and its regulations;
- ✚ Exhumation Act, 1985;
- ✚ Foodstuffs, Cosmetics and Disinfectants, 1972 and its regulations;
- ✚ Meat Safety Act., 2000;
- ✚ Human Tissue Act; 1983
- ✚ Medicine Control Act;1997
- ✚ Business Licence Act, 1991;
- ✚ Hazardous Substance Act, 1973;
- ✚ Environment Conservation Act, 1989;



- ✚ Atmospheric Pollution Prevention Control Act, 1965 and its regulations;
- ✚ National Noise Control Regulation R685;
- ✚ Occupational Health and Safety Act, 1993;
- ✚ Water Services Act, 1977;
- ✚ Abattoir Hygiene Act, 1992;
- ✚ Prevention of illegal Eviction from unlawful occupation of Land Act, 1998;
- ✚ National Building Regulations and Standards Act, 1977;
- ✚ Tobacco Amendment Products Control Act, 1999 and
- ✚ National and International Standards

3.2 Legislation Governing Training

The legislation hereunder gives guidance and direction with regard to learning and development in the workplace:

3.2.1 The Municipal Systems Act, 2000, section 68

Accordingly, each municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable. In addition, the municipality may make provision in its budget for the development and implementation of training programmes

3.2.2 Skills Development Act, 1998

SDA is the primary piece of legislation that influences the employers' intent to provide training and development for their employees on a continuous basis to ensure growth on individuals by creating learning opportunities in and outside of the workplace. It gave effect to the establishment of Sector Education and Training Authorities (SETA) for various business sectors.



These SETA's must have their own sector skills plan to help the employers in carrying out training programmes for their workforce.

It stipulates that at least 1% of the salary budget of the employer must be spent on training and must be paid to the relevant SETA. However, these trainings should have been included in the Workplace Skills Plan sent to the SETA for that financial year.

3.2.3 Skills Development Levies Act, 1999

This gives effect that the employer must register with South African Revenue Services (SARS) for the purpose of the payment of levies to the SETA. A certain percentage of the budget spent by employers on training their employees can be claimed back by the employer for training its employees. This is an incentive for the employer meeting certain criteria for receiving the grant, which is, employing and using a skills development facilitator, preparing and submitting a Workplace Skills Plan and implementing it and adding value to resolving skills shortage identified within the sector. A minimum of 50% of the 80% allocated by SARS to the relevant SETA may be claimed back by the employers.

3.2.4 National Skills Development Strategy

The emphasis here is on enhancing skills so as to increase productivity and the competitiveness of South Africa's industry, business, commerce and services. There is need for inclusiveness and the demand for skills is increasing and therefore, requires a life-long commitment to skills development to sustain improvement in the quality of life of communities.

3.2.5 National Qualification Framework

This stipulates that all training programmes must be accredited to ensure quality and continuity for the beneficiaries to have credits on what they have learned so that they are at an advantage should they wish to pursue their studies for full qualification. The emphasis is on outcome-based education rather than attending training for the sake of it.



3.2.6 *Employment Equity Act, 1998*

In considering this piece of legislation during the training processes, it would make it easier for the implementation of affirmative action to bring quicker end to inequality in the workplace. Employees will be trained and developed in preparation for their effective functioning in their current positions and will be more legible for promotions and taking on additional responsibilities. They will be prepared for higher responsibilities, through acquiring cutting edge knowledge and skills which will enable them to perform exceptionally well in new positions.

4. SPECIFIC TRAINING OBJECTIVES

The specific training objectives are to facilitate training in subject areas where the Municipalities are lacking and also developing skills that will enable EHPs to become leaders in their fields. The Training Strategy will enable EHPs to be equitable and become informative and contextual health leaders within the society.

4.1 *Vision and Mission Statement*

Vision

“Improved quality of EHS rendered through sustainable and integrated training programmes of employees”

Mission

“To provide learning opportunities for all EHPs to promote individual and organizational growth”



4.2 Rationale of Learning and Development

Learning and development is a process that refers to the development of people in a manner that enhances their skills and knowledge to meet the challenges within their current positions and contributes to the achievement of organizational goals. Therefore, the importance of learning in the working environment cannot be emphasized enough. It is impetus for the success of the individual employees and the organization as premised on these aspects:

- ☒ Induction - This exercise will assist new and promoted staff members to be familiar with EHS working environment and what is actually expected of them
- ☒ Implementation of procedures and processes - This will assist with regard to what needs to be implemented and how it is supposed to be implemented in order to achieve desired outcomes
- ☒ Improved performance - This is applicable at the following categories:
 - Individual - Each employee is responsible for their own training, development and career aspirations
 - EHS department - The management of EHS is accountable to provide learning opportunities and support to their team members
 - Municipalities - It is crucial that municipalities must endeavour to always improve on service delivery through the education and development of their employees



5. TRAINING METHODOLOGY

The strategy design process requires an approach that uses various data sources and further relies on consultation and active participation of various stakeholders who will support and drive its implementation. This process is open and transparent and will encourage commitment and buy-in from all stakeholders targeted. The stakeholders are inclusive of the following:

- ✚ EHPs, including their managers;
- ✚ Municipal Executives;
- ✚ Sector Education and Training Authorities - Local Government, Water and Related Services and/or Health and Welfare and Public Sector as accredited by Education and Training Quality Assurance; and
- ✚ Accredited Training Service Providers.

The preliminary diagnosis would be to understand the functional analysis of EHS in its current form and consideration of proposed corrective measures to support service delivery. It is critical that on-site feedback workshops with EHPs should be conducted to discuss this Training Strategy and incorporate their inputs and comments into the final document to ensure successful implementation.

The relevant SETA's and accredited service providers should also be consulted in view of providing relevant and accredited learning programmes for EHPs.

5.1 *Key Principles Guiding Training Strategy*

Key learning and development principles underpin this training strategy are:

- ☑ Employee development is relevant to all employees and the whole person;



- ☞ It is embedded in all working practice, throughout an individual's career;
- ☞ Reflection, review, feedback and opportunities for learning and development should form an integral part of everyone's work experience;
- ☞ Learning and development initiatives are linked to identified critical and scarce skills and knowledge within the EHS profession;
- ☞ Integrated learning and development is a multi-dimensional and multi-faceted approach that pays attention to the value chain inclusive of all education levels, that is, Adult Basic Education and Training, General Education and Training, Further Education and Training, Higher Education and Training as well as in-service training and mentoring and coaching;
- ☞ Lifelong learning ensures that learners are always up-to-date with the developments in their careers; and
- ☞ The process of developing skill, knowledge and expertise should create benefits for individuals, teams, organizations, communities and ultimately, nations.

6. TRAINING AND DEVELOPMENT PROGRAMMES

Employers throughout the world are constantly seeking new approaches to improve service delivery, inter alia, through training and development. Staff training and development is a necessity which will carry organizations through to the next level of success. Despite this good practice, some municipalities have not given great preference to the training and development of staff



by allocating a reasonable budget for the identified training needs. Due to lack of relevant training resources, this has resulted in low staff morale. Where some training took place, it was found not to be adding much value to the professional growth of the individuals.

Therefore, it is critical that before any training and development takes place, a thorough training needs assessment should be conducted for all employees to ensure that the training to be provided will be relevant and appropriate.

The overall municipal Human Resources Strategies must set specific staff development and training objectives, to meet the current and future training needs of EHS staff members. Some areas that may need prioritization in learning and development include:

- ✚ Learnership on Environmental Health as provided through Local Government, Water and Related Services SETA;
- ✚ Other core professional trainings, inter alia, waste management;
- ✚ Research and development;
- ✚ Leadership and management;
- ✚ Change management and diversity; and
- ✚ Information and learning technologies.

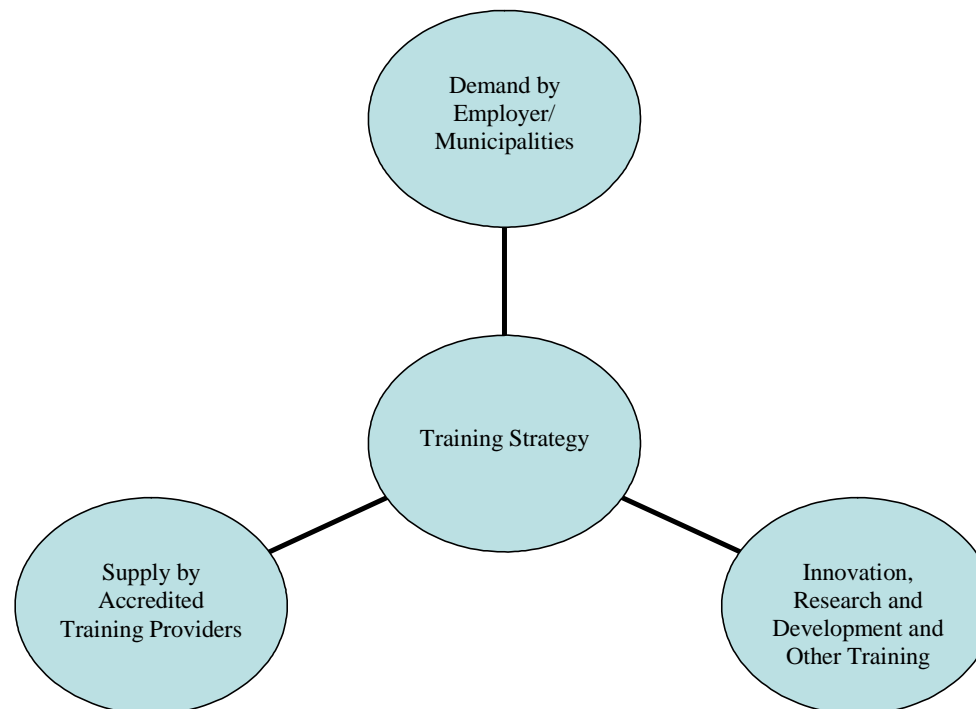
Staff training and development related activities include on and off the job learning, using an appropriate balance of in-house and external facilitators, and providing as much flexibility as possible, in terms of locations and times, to allow for individual needs where possible. Success against these criteria should be reviewed on a regular basis.



Overall, the Training Strategy will seek to ensure that all staff development activities will place learning as their core aim and will be timely, relevant and encourage commitment to the core objectives of EHS. If adhered to, this model will assist in unleashing the creative potential and energies of all employees.

Essentially, a holistic approach for learning and development value chain should cover supply and demand as illustrated in model below:

Figure 3: Supply and Demand Model





The above diagram depicts the fact that the Training Strategy drives the intent of the Employer in terms of the provision of services rendered to the communities. Furthermore, all the trainings taking place in the workplace should have been addressed in the Training Strategy and what the training service providers are offering should also be accredited and relevant to the goals of the Training Strategy. Without a training strategy, the Employer may not be able to deliver up to standard as employees will not be well equipped with regards to relevant and accredited knowledge and skills.

Service providers who can be targeted to provide training for EHPs can be classified as follows:

- ✚ Academic Institutions;
- ✚ Accredited Training Service Providers;
- ✚ SETA for Local Government, Water and Related Services and/or Health and Welfare and Public Sector as accredited by Education and Training Quality Assurance;
- ✚ In-house Training; and
- ✚ On-the-job Training.

7. STAKHOLDERS ROLES AND RESPONSIBILITIES

The Stakeholders identified for the purposes of EHS training for the roles and responsibilities are identified below

7.1 *Municipal Council*

- ☞ The Municipal Council will be responsible for the approval of attendance to International Training Programmes in line with the International Training Programme Policy.

7.2 *Management*



- ☒ To support employees in developing and enhancing relevant skills;
- ☒ To lead and direct the teams in their units/sections so that they are able to meet the strategic objectives set for them and ensure quality of service;
- ☒ To effectively manage the performance of the teams to ensure appropriate monitoring and evaluation of services they are rendering;
- ☒ To identify appropriate learning and development requirements of their teams so that they comply with the EHS training strategy and programme that would be inline with municipal training plans; and
- ☒ To conduct research in order to keep abreast with new challenges, trends and developments and ensure best practices with regards to improved EHS at municipal level.

7.3 Human Resources/ Skills Development Unit

- ☒ Human Resources/Skills Development Unit within the municipalities should provide a comprehensive programme of activities, advice and support to individuals, EHS department and the municipality as whole to assure quality of training; and
- ☒ Human Resources Management must ensure that EHPs, who obtained approval to attend international training programmes and interventions, comply with all procedural requirements for leave and absence from work. HRM must assist in ensuring that EHPS are trained in accordance with the HRD strategy objectives.

7.4 EHPs

- ☒ Ensuring a safe and healthy environment for the communities in accordance with prescripts as stipulated in the various Acts of law pertaining to environmental health; and
- ☒ Individual employees should value and take responsibility for their own learning, development and careers, and to



have regard for their role in the successful operation of EHS.

8. MONITORING AND EVALUATION OF TRAINING

A pre-course questionnaire must be developed to ensure a good fit between individual need and training solution. It is at this face value that the employee can determine if he/she will benefit from attending a course/training before the actual attendance. This will assist in that the training activities will achieve all the intended learning outcomes. These trainings should conform to the quality assurance measure that is stipulated for each training activity in the Workplace Skills Plan.

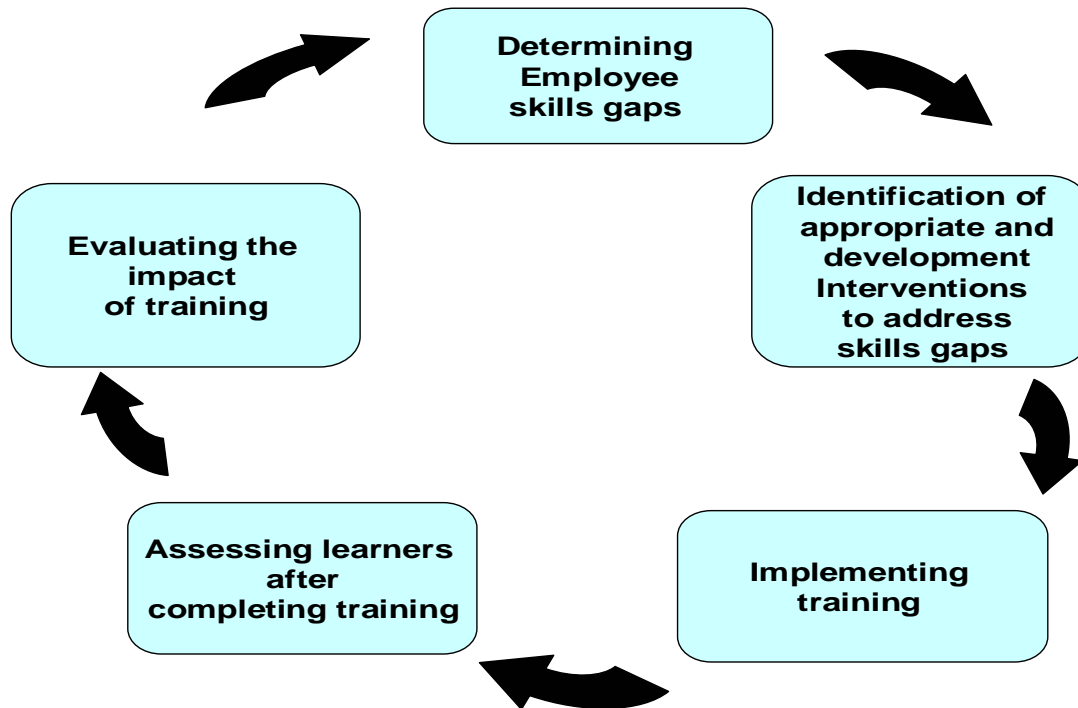
After the training, there should also be an implementation programme drawn by the learner as to how he/she will plough back at work. The managers also have a responsibility to assist and support their teams in practicing what they have learned and also evaluate the improvements on performance of the individual team member.

If what is implemented is successful, then the approach can be replicated to produce even more positive results for the EHS, not only in that municipality but the others as well.

The model hereunder illustrates the people development process which can be implemented to maximise the positive effect of training:



Figure 4 Training and Development Cycle





Identification of skills development priorities aligned to the EHS strategic objectives - Determining employee skills gaps - Identification of appropriate learning and development interventions to address skills gaps - Implementing training - Assessing learners after completing training - Evaluating the impact of training.

This is a cycle that has to be adhered to, to ensure value for money with regard to training.

8.1 Training Resources

Finance

Adequate budget has to be allocated for learning and development to ensure that at least all critical learning and development initiatives associated with the EHS strategic objectives are prioritized and implemented. The strategy must consider priorities and recognize that there are limits to what can be achieved with existing resources.

Skills levy

Skills development funds can be reimbursed as part of the expenditure from the skills levy as and when planned training takes place according to the Workplace Skills Plan which should have been submitted to the relevant SETA for a particular financial year. Up to 80% of the contributed levy can be claimed back if the municipality meet all the requirements for receiving the grant.

Partnerships

Various municipalities can form partnerships with their counterparts in developing or already developed countries so that there could be exchange of employees to learn in each other's countries or get expertise knowledge from those countries and come and implement what could be applicable to the municipal area to improve on service delivery.



Sponsorships

The DoH may seek a sponsorship to cater for all municipalities for certain learning programmes according to the national priority. This sponsorship will have to be controlled and monitored from the DoH Head Office so that all municipalities should get a fair share in terms of what needs to be achieved in their areas. The municipalities may also seek their own independent sponsorships to address their unique environmental challenges in their area of operations.

Bursary Scheme

This scheme can also be established and controlled centrally by the DoH. It could be used as a recruitment drive for new recruits in Environmental Health profession by awarding student bursaries on a contractual basis to serve the municipalities on completion of their studies. This will serve as a replacement demand mechanism to ensure that there are people enrolled or engaged in the process of acquiring the skills that need to be replaced.

Current employees should not be excluded from this benefit but must also be put on contract so that they can get an opportunity of furthering their studies within the Environmental Health profession. This will form a major part on the Human Resource Planning for EHS.

8.2 Types of Training

Undergraduate Studies

Undergraduate study fields will be informed by the skills needs analysis and will be guided by the HR Strategic Plan objectives and the capacity to provide such skills. Study areas will include the skills required to drive national programs such as Advanced Chemical Safety; Disposal of the dead; Air management, Food Control, Research methodology (those study fields where South African Academic Institutions are unable to produce the desired capacities needed by the municipality within a given timeframe. We need to revise the latter sentence).



Training must be technological in nature and address the issues and problems faced by the beneficiaries/community of these national programmes.

Community Services

All academically qualified EHPs must complete their 12 month community services work before being registered with HPCSA and formally appointed as practitioners by municipalities.

Post-Graduate Studies

Topics for post-graduate studies will be determined by the skills need in the country and is informed by the HR Strategic Plan objectives. This will include all the study fields identified such as Project Management skills and financial Management. Emphasis must be placed on practices that are sustainable.

Short Courses

Short courses focusing on areas such as advanced Microsoft skills, Public Administration; advanced report writing, Occupational Health and Safety programs and regulatory issues will be targeted as key areas of training. Short course training will be focused but not limited to areas of sustainable development, risk management, monitoring and evaluation, Total Quality Management, contingency planning, project and investment appraisal and auditing.

Conferences and Seminars

Appropriate and motivated conferences and seminars that offer an element of training and have strategic importance, such as events around international regulatory issues, trends, best practices, standards, and modern equipment will be targeted.



SECTION E - OVERALL RECOMMENDATIONS

It is recommended that the following recommendations be taken into consideration so as to improve EHS:

- ✚ The DoH should provide the broad framework from which municipalities can be able develop their own customized guidelines in their areas of function;
- ✚ All municipalities should develop a detailed strategic plan for EHS with a clear implementation plan;
- ✚ All municipalities should develop policy guidelines and by-laws for the implementation of EHS;
- ✚ There must be Service Level Agreements between the municipalities and the Provincial Health departments and other departments with regards to any service pertaining to EHS at community level;
- ✚ There has to be constant communication between the Municipalities and the Provinces to ensure coordination of EHS;
- ✚ Municipalities must endeavor to adhere to WHO standards in terms of resources, that is, finance and human capital, thereby, reviewing the organizational structures and reporting lines;
- ✚ Job descriptions of all position levels in the municipalities must be reviewed in order to be updated according to the relevant functions and duties. This will ascertain that all employees are performing duties that will enhance service delivery and that their performance will be managed more efficiently;
- ✚ The role descriptions must be clearly described and functions allocated accordingly to individual employees in terms of the mandate;
- ✚ Managers must plan programmes for EHS;
- ✚ All newly qualified EHPs must complete their community services before formal employment and registration with HPCSA;
- ✚ Priority must also be given to EHS, including community services for newly qualified EHPs, in the allocation of budget;



- ✚ There should be a Human Capital Plan which outline the processes of ensuring adequate staff at all times;
- ✚ The training strategy that addresses the training needs of EHP and a Workplace Skills Plan have to be implemented;
- ✚ There has to be a continuous monitoring and evaluation that will ensure effective and efficient service delivery;
- ✚ EHS managers have to take full responsibility for the learning and development needs of their teams in terms of drawing individual development plans with them. Managers must assume ownership of staff learning and not solely rely on HR for initiating any training activity for them;
- ✚ Municipal HR department must play a pivotal role in support and guidance of EHS department with regard to all HR related matters, including but limited to training and organizational development;
- ✚ Training programmes for EHS should put more emphasis on core business related trainings at all levels to ensure professional and individual growth;
- ✚ Mentoring and coaching should be formalized in all municipalities to ensure smooth implementation of succession planning strategies and the establishment of skills and knowledge base for EHS;
- ✚ All municipalities must allocate enough budgets to cover the training costs of EHS according to identified priorities;
- ✚ The relevant stakeholders must be consulted on the implementation of this strategy to get their commitment;
- ✚ Educational institutions of higher learning should be consulted by the DoH with regard to the curriculum of EHS to ensure its relevancy to addressing challenges in communities;
- ✚ The culture of learning must be instilled within the EHS profession by providing learning opportunities for all employees; and
- ✚ Monitoring and evaluation of training process and the end results should be conducted formally in line with the training and development cycle to ensure good value for money for all ongoing trainings.



SECTION F - CONCLUSION

It cannot be emphasised enough that EHS must develop and implement a strategic plan in order to optimize its impact on services delivered to the various communities. In this way, they will be better equipped to deal with the challenges and obstacles in their service rendering.

Provision of all resources, that is, working tools, human capital and especially budget for EHS learning programmes should be adequate to ensure efficient and sustainable service delivery. In this way, EHS would be at an advantage to position itself as a strategic partner to gain recognition and be well represented at the highest decision - making structures within the municipality and making an impact in its field of specialisation.

EHS should be adequately budgeted for in terms of provision of resources and capacity in order to sustain safe and healthy communities.

It is imperative that the reorganization of EHS and addressing the shortcomings identified in this report must be finalized at the earliest convenience so that this professional service can be fully rendered to the communities. There must also be a strong synergy amongst the various stakeholders to ensure effective and efficient service delivery.

In all the municipalities, career aspirations are more into management positions within EHS and further expanding into other positions within the municipality. Some employees would want to pursue their studies to do Masters Degree with specialisation in air pollution as well as Doctorate Degree. Others would want or are already furthering their studies in different fields altogether,



for example, law degree, communication psychology and public administration. It is commendable that there are employees who are mentoring and coaching other colleagues and it need to be formalised to ensure transfer of knowledge and skills.

However, there are some employees who indicated that they do not need any training and this poses a serious challenge for EHS to progress in accordance with international best practices as other employees will be lagging behind in terms of new trends and developments.

It is noteworthy to mention that none of the municipalities identified research as a training need despite the fact that the majority of the employees are involved with research at different levels. Essential trainings were not really identified by any municipality but they deem fit because of the functions performed within the EHS.

The learning and development needs identified are relevant to the profession except for a few. They need to be addressed so that EHS can function optimally. The training programmes have to be inclusive taking into account the dynamics in each municipality. The training service providers must deliver accredited trainings for the benefit of the employees should they wish to further their learning programmes in order to be fully qualified.