

**AN ASSESSMENT OF THE EFFECTIVENESS OF PERSONNEL TRAINING AND
DEVELOPMENT: A CASE STUDY OF VHEMBE DISTRICT MUNICIPALITY**

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ABSTRACT

This study examined the **assessment of the effectiveness of personnel training and development: A case study of Vhembe District Municipality**. According to Nel, van Dyk, Haasbroek, Schults, Sono and Werner (2007: 413) South Africa has a poor skills profile as a result of the poor quality of training for the majority of workers, the low relevance of much publicly funded training and the general neglect of training in the public service and private sector. This poor profile inhibits productivity, employability of the young and unemployed and negatively affects service delivery in the public sector. The watershed 1994 elections ushered in a new democratic system whose aim is to redress past imbalances and injustices prevalent in the old apartheid system of government. In order to cascade this new democratic ethos to all spheres of our lives, with specific reference to training and development of the South African workforce, the government passed the Skills Development Act , 1998 (Act 97 of 1998).

The study used both quantitative and qualitative techniques for data collection and analysis. Quantitative techniques were mostly used in that they provided the researcher with an understanding of the effectiveness of personnel training and development: A case study of Vhembe District Municipality. Random and purposive samplings were used for selection of sample for the study. Both primary and secondary data were used for analysis in this study. Secondary data were obtained from government publication, research publication, and report. Primary data were obtained through questionnaires and interview.

Major Findings of this study are the following:

- Training policy exists at Vhembe District and an examination of the contents of the policy indicates a clear structure for training and development which if implemented would improve access to training to all employees.

- However there were shortfalls in the objective of conducting the programme because 65.2 percent of respondents commented that the design of their organisation's training was not well structured and it did not reflect the intended results and the contribution of training to the individual's performance and career progression.
- The organization engages in job and refresher training and the training methods, plans, lessons, and trainers are selected as the situation demands. Training activities are largely not evaluated.

Major recommendations to address the findings:

- Training needs should be considered on the basis of overall institutional objectives as articulated in the Integrated Development Plan. The goals of the municipality should determine what training programs are to be organized for staff. Staff should be motivated to add value to themselves and to the municipality.
- The Vhembe District municipality should develop its employees through formal education relevant to their jobs, which will give employees the opportunity to attend short courses offered by accredited service providers or executive and university programs which normally involve workshops or seminars by experts from sector departments like Treasury and the South African Revenue Services as well as the Auditor General's office.