

Skills Development and Training

A Talent Management Forum was established to provide oversight and ensure talent management strategies are fully implemented to support the Service Delivery Model and the required competencies are in line with JPC's strategy.

JPC's strategy states: "Achieving strategic objectives will require deliberate and systematic changes, through the development of professional capabilities." It further advances arguments for a new approach to building organisational skills and competence. The placement of Employees in the new structure will ensure:

- Positioning and utilisation of the expertise that exists in the merged JPC;
- Obtaining requisite skills and quantity of Employees for each function;
- Anticipating and managing surpluses and shortages of Employees;
- Developing a multi-skilled and flexible workforce that enables the organisation to adapt rapidly to changing operational requirements;
- Defining core competencies and skills;
- Compiling a skills inventory to understand organisational skills base; strengths and development areas of the organisation;
- Obtain key areas of required learning and development in line with the organisation's core functions and priorities; and
- Develop a skills and talent pipeline in line with requisite skills.

JPC is currently engaging with the South African Property Owners Association (SAPOA) to structure the development of the business competencies to meet the current demands and to ensure that all training and development provided by the organisation supports the mandate as defined by the shareholders and supports the core functions of the organisation. The courses identified that will be funded by the organisation to ensure that there is focused training are:

- ICPP – Introduction to Commercial Property Programme;
- ECPP – Essentials to Commercial Property Programme;
- PMP – Property Management Programme;
- CCPP – Certificate for the Commercial Property Practitioner;
- PDP – Property Development Programme;
- IAMP – Immovable Assets Management Programme;
- IPMP – Intensive Project Management Programme;
- PFP – Property Financial Programme (Basic, Intermediate, Advanced);
- IPLP – International Property Leadership Programme;
- BCTP – Building Construction Management Programme; and
- FMP – Facilities Management Programme.

Specialised skills through bursaries

- Quantity Surveying;
- Corporate Finance/Property Financial Programme;
- Contract Management;
- Health and Safety environment;
- Stakeholder Management;
- Town Planning;
- Business Analysts;
- Lease Agreement;
- Green Economy (SANS 10400); and
- Marketing and Branding.

Skills Development and Training continued

Leadership and management development initiatives

- Defining the requirements of leadership at different levels of the Company (competencies and behaviours);
- Scoping the different leadership development programmes and identifying the most effective combination of mechanisms for leadership development;
- Ensuring leaders are equipped to influence and drive the JPC strategy, culture and operations;
- Ensuring leaders walk the talk and embed the JPC values and culture;
- Holding leaders accountable for people management (optimal utilisation, performance, behaviour, reward and culture of their teams); and
- Instilling a strong work ethic with disciplined team members and that upholds the Code of Conduct at all times.

Training and Development

There were no bursaries for the period under review except for the SAPOA Conference and National Treasury. All other training was deferred to the new financial year while the training budget was being reviewed based on the Company's operational requirements. The total amount spent on training interventions was R912 555.45 for the 2014/2015 financial year. Training was also deferred to the new financial year to ensure that it was focused as outlined HR strategy. Training interventions include Training Courses, Seminars and Conferences.

Below is the breakdown of Employees who attended training for this period under review.

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	1	0	2	0	0	2	3	0	8
Senior Management	5	0	0	0	7	2	1	1	16
Professionally qualified and experienced specialists and Mid-management	10	1	2	1	13	1	3	2	33
Skilled Technical and academically qualified workers, Junior Management, Supervisors, Foremen, and Superintendents	18	2	1	0	9	2	1	2	35
Semi-skilled and discretionary decision making	19	1	0	0	24	2	0	0	46
Unskilled and defined decision making	15	4	3	2	12	8	1	0	45
TOTAL PERMANENT/FTC	68	8	8	3	65	17	9	5	183
Temporary Employees	1	0	0	0	1	0	0	0	2
GRAND TOTAL	69	8	8	3	66	17	9	5	185