



ICASA STRUCTURAL RE-ALIGNMENT AND SKILLS AUDIT

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- Assess the need for re-alignment;
- Review the current structure;
- Ensure compliance with Vision and Mission of ICASA;
- Ensure compliance with legislation and other documents, guidelines and agreements impacting on ICASA;
- Ensure organogram assists ICASA to deliver its mandate in line with the ICASA strategy;



Phase 1

- Review the structure

Phase 2

- Job Evaluation

Phase 3

- Development of a Remuneration Strategy

Phase 4

- Costing of the New Structure



- **Phase 1: REVIEW OF THE STRUCTURE**

- Focus on similar international organisations;
- Benchmark with local organisations with similar functions and skills; and
- Make ICASA an organisation that delivers on its mandate



- **Phase 2: JOB EVALUATION**

- Job descriptions / profiles reviewed in terms of the functional organisation design
- Job Evaluation to determine the level/grading of the job
- Conduct Skills Audit to determine the competency levels within ICASA



- **Phase 3: DEVELOPMENT OF A REMUNERATION STRATEGY**
 - Benchmark employees salaries
 - Review current conditions of employment
 - Labour and employment legislation
 - ICASA mandate, strategic plan and relevant legislation
 - SA best practice remuneration approach
 - **Remuneration strategy, policies and procedures**



- **Phase 4: COSTING OF THE STAFF BASED ON THE NEW STRUCTURE AND JOB GRADING**
 - Identification of comparator organisations
 - Specialist positions
 - Remuneration report and findings
 - Development of pay lines and salary scales
 - Costing of agreed structure
 - Develop labour budget
 - **Present implementation plans**



- **Phase 4: INFORMATION SHARING WORKSHOPS, PROJECT FEEDBACK AND PROGRESS REPORTING**
 - Staff presentations
 - HR workshops and development sessions
 - Job writing training
 - Grading training
 - **Transparency and skills transfer**



PROGRESS TO DATE:

- Review of documentation
- Formalisation of ICASA project leader and team
- Appointment of a steering committee
- Interviews with senior management



A skills audit is a process that will be used to evaluate ICASA's current strength in relation to key skills, and the skills gap. This would assist in capitalizing on the identified strengths' and develop the identified skills gap. This would ensure that ICASA has a competent workforce with a choice of stream in career development (Dual Career Path).



Typical Dual Career Path Systems comprise of the following elements:

	MANAGEMENT / OPERATIONAL	SPECIALIST
1	Global Management	Global Expert/Manager of Technology
2	Top Management	National Expert, Technology Strategist
3	Senior Management	Principal Specialist
4	Management	Senior Specialist
5	Supervisors	Specialist
6	Advanced Operational	Senior Technicians/Artisans
7	Operational	

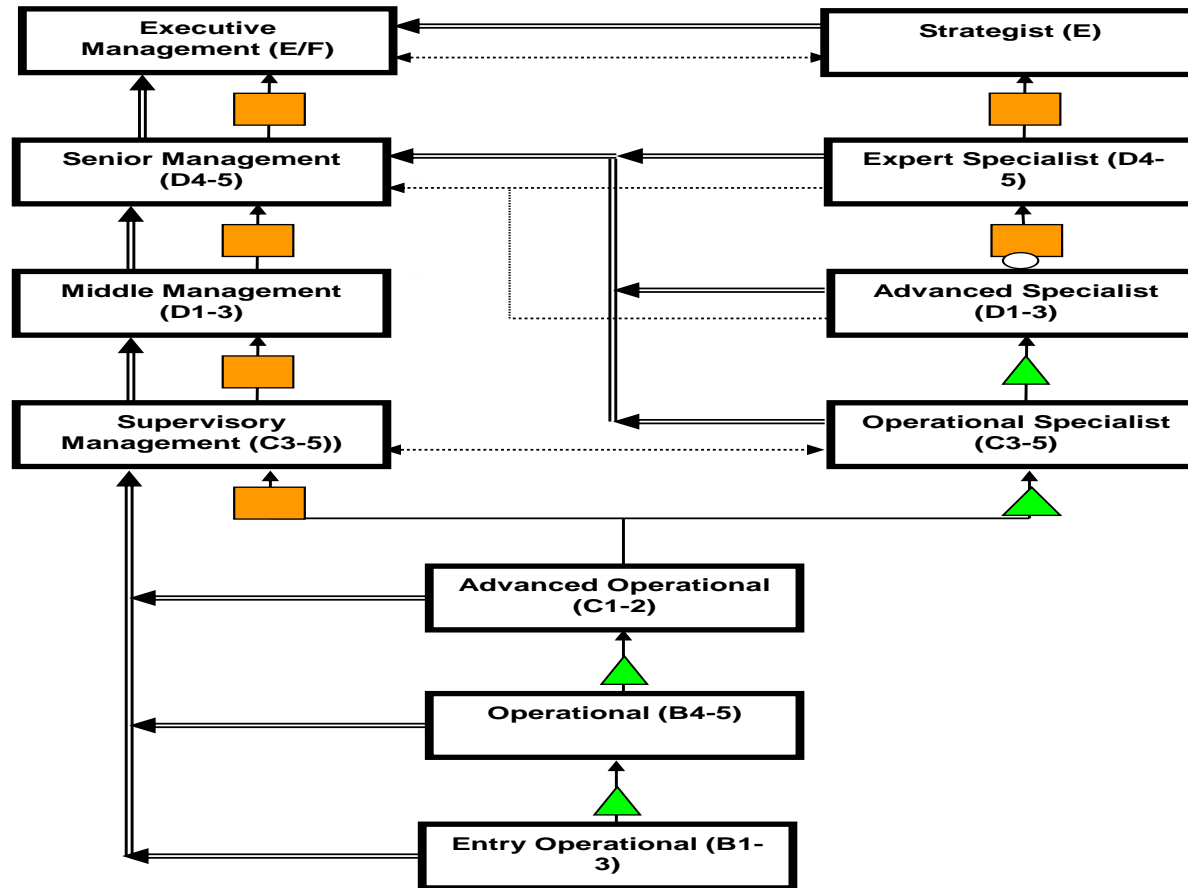
Job evaluation rules and level descriptors for these dual career path systems were designed for ICASA based on the following elements:

- Decision making
- Knowledge and skills
- Complexity and problem solving
- Accountability
- Judgement and impact



PROPOSED ICASA CAREER PATH

The proposed Generic Career Path Model is indicated below:



Promotional Node

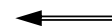


Special Assessment



Competence Assessment

Legend



Reporting Line



Progression Line



CRITERIA FOR ICASA GENERIC CAREER PATH MODEL

It is essential that the Proposed ICASA Career Path conform to the following Criteria:

1. Each Level must have clear and precise Job Profiles/Descriptors (indicating the following:
 - Purpose
 - Outputs/Key Performance Areas
 - Qualification
 - Experience
 - Competencies in terms of:
 - Knowledge
 - Skills
 - Attributes of the Job
 - Training Requirements
 - Legal Certification and Training
2. Progression from one Level to the next Level is based on:
 - Competence Assessment utilising a Portfolio of Evidence and conducted by an Accredited ICASA Assessor.
 - Achievement of all the Requirements as specified in the Job Profile/Descriptors and the Requirement of the Level Indicators.



3. No Level in the Proposed Career Path Model may be skipped.
4. Where limited positions are available progression is based on the Application for Position Process as depicted in the Recruitment and Selection Policy and Procedures.
5. Level Progression runs commensurate to the Remuneration Level as indicated in the ICASA Remuneration Strategy.
6. The total number of Specialists/Professionals will be limited to no more than 15% of the Full Time Employment Number.
7. Conformance to the Level Descriptors describing the requirements per Level.



The following projects are envisaged for completion by 31 March 2014:

- Ideal Structure
- Job Evaluation
- Skills Audit
- Remuneration Strategy and Policy



Thank you.