

SABC Skills Audit Report

29th August 2012

CONFIDENTIAL

Compiled by Human Capital Services Department

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Executive Summary

Skills Development is not only a national priority, but that of the SABC at large. The technological landscape that keeps on evolving calls for the SABC to continually equip its employees with the necessary skills in order to remain competitive and sustainable. Learning and Development needs to be strategically aligned to business needs thus ensuring a return on investment which translates itself into positive business impact and increased productivity levels at large. Learning as its name suggests cannot be limited to formal courses only but includes implementing those interventions that are work-based such as internal exchange programmes, job rotations, seminars, conferences and benchmarking.

This is the approach that the SABC has taken to adapt to the changes and challenges in the Broadcasting industry. In the year 2011/12, there were quite a number of positive developments in response to the myriad challenges posed by the change in technology (migration from analogue to a digital space) in the immediate future.

In brief some of the highlights of the SABC learning and development initiatives in the last financial year are as follows:

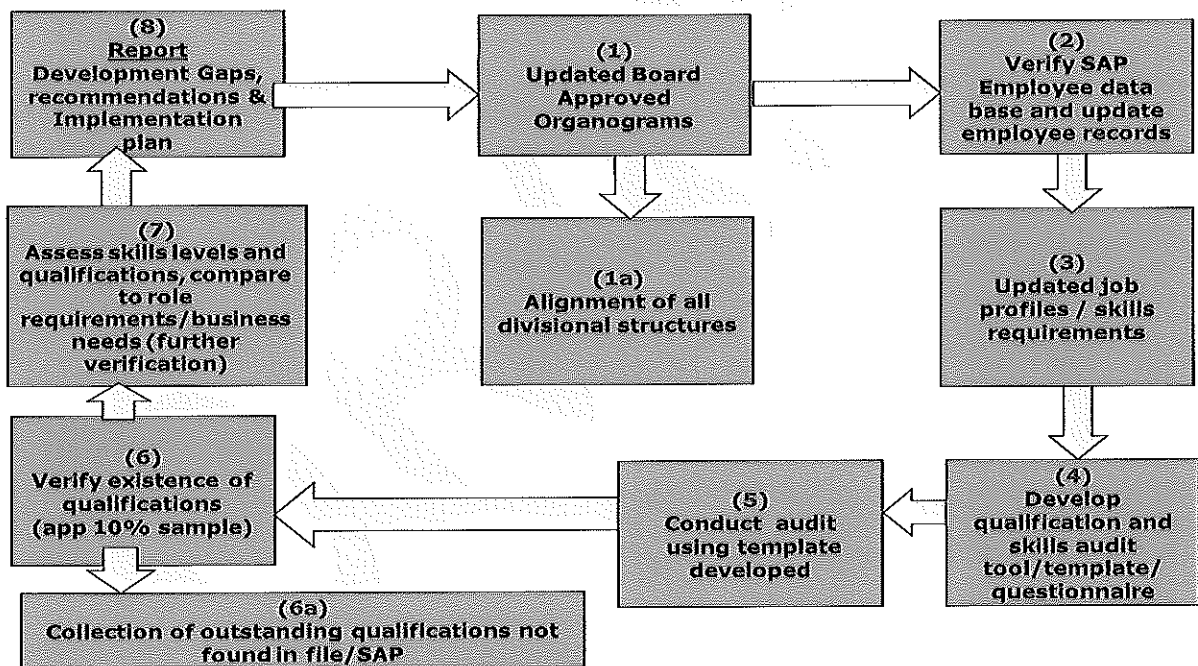
- Spent approximately R23 million for learning and development. (This excludes related costs such as transport, subsistence, accommodation printing and stationery)
- A total of 2049 employees attended learning programmes that were linked to their personal developmental plans (PDP), of which 17 completed ABET training
- A total of 174 bursaries were awarded to SABC employees, of which 91 were for undergraduate studies and 30 for post graduate studies
- The SABC Foundation provided 15 bursaries for undergraduate studies for deserving learners with bursaries for engineering, nature conservation, finance, medical sciences and information technology qualifications
- 44 bursaries were awarded to SABC employees children for undergraduate studies.
- SABC's Group Learning and Development in partnership with the MICT SETA and National Skills Fund hosted 278 graduates for various internship and Learnership programmes in various business units within the SABC of which 60% have been retained in the employ of the SABC. (in line with the NSDS3, HRDSSA, ASGISA and JIPSA initiatives)
- 95% competency achieved in all the Learnership programmes implemented.

The purpose of the Skills Audit is to assess skills provision against set skills requirements in order to develop strategies that will meet its human capital needs both current and future thereby ensuring business sustainability. This process would also provide the organization with an idea of where the critical skills segments are locate and how they can best be aligned to the needs of the organization.

Human Resource practises and policies are interdependent and therefore when the team commenced its planning for the audit in 2012 there were strategic and structural business factors that were taken into consideration:

- The approval of the Top Management Structure by the Board
- The realignment of the Divisional structures in line with the Top structure
- The incorporation of Content Enterprises into Television
- The roll out of Digital Terrestrial Technology
- The launch of the 24 hour News Channel
- The centralization of services in Human Capital Services and Finance.

The above factors influenced the approach that the team took in planning the Skills Audit by rolling out the consultation on the realigned structures simultaneously with the skills audit process. The approach that was rolled out is represented in the diagram below:



Progress with respect to the project is outlined in the table below:

No.	Process	Activities	What is done
1.	Updated Board approved organogram - Alignment of all divisional structures	- To align Structure with the organisation's strategy	The Top level structure has been approved by the Board. Divisional Structures up to level 3 (GMs/Middle Management levels) have been consulted on with the divisional GE's and awaits final approval. The remaining levels are yet to be approved
2.	Verify SAP Employee database and update employee records	- To update Employees' information in line with the approved structure and current roles.	Verify SAP Employee database with respect to validation of data captured from the Questionnaires completed by the employees
3.	Update Job Profiles/Skills Requirements	- Confirm number of positions in the SABC - Confirm that job profiles exists for all positions - Determine Skills Requirement - Identify new positions in line with the new structural requirements - Develop Job Profiles for additional positions	- 816 positions are confirmed on SAP - Skills Matrixes developed for various divisions - Only Technology and HCS have updated job profiles - Other divisions are yet to develop / update job profiles
4.	Develop Qualification and Skills Audit Tool	- To assess qualifications levels - To determine Skills Programmes attended - To audit technical and generic skills against skills requirements	- Skills Profiling Tool was developed on internally to assess the level of skill and qualification in the organisation
5.	Conduct Skills Audit using template developed	- Audit skills and qualifications against required information	- Template circulated to all employees for completion. - Consolidated Report finalised and submitted to the GCEO
6.	Verification of data captured on SAP (app 10% sample) - Collection of outstanding qualifications not found in file/SAP	- Verify job profiles versus the determined skills - Verify the existence of the qualifications captured on the tool - Ensure that employee information is up to date	- 10% sample drawn from employees' completed questionnaires against employees' records - Verification is underway
7.	Assess and compare skills and qualification to job requirements/business needs (Further verification)	- To verify the validity of qualifications with the help of an external provider	- To be verified as part of the ongoing work in Phase 2
8.	Final Report	- Report on the development gaps, recommendations and implementation plan	- Will be done as a conclusion to the work done in Phase 2

The team, in planning the process, also included some risk mitigation strategies in order to ensure the integrity of data thereby guaranteeing the veracity of the information that is used to inform the SABC training plan that is developed.

The following limitation and challenges were experienced as the process unfolded:

- The non availability of some of the qualification categories on SAP resulted in the failure to capture employee information fully
- Capturing of questionnaires has been done manually
- Margin of error expected is high however ongoing verification of data is part of the process
- Inflexibility of reconfiguration of SAP and questionnaire used
- SAP training and qualification catalogue has over 130 different categories, and more than a 1000 training interventions. This sample needs to be narrowed to provide sensible and user friendly reports
- The Catalogue cleansing process has resumed in consultation with SAPCCC

There has been varying levels of understanding of the purpose of the Skills Audit and this has resulted in some suspicion of the process and the purpose for which the information will be used

It should be noted that the SABC has made progress in determining skills levels within the organisation. Further work, as described in Phase 2 is, however, necessary to ensure that the SABC has the right skills in place to achieve its strategies into the future. To ensure that phase 2 does take place, Executive support is required for this initiative.

Training Report 2011

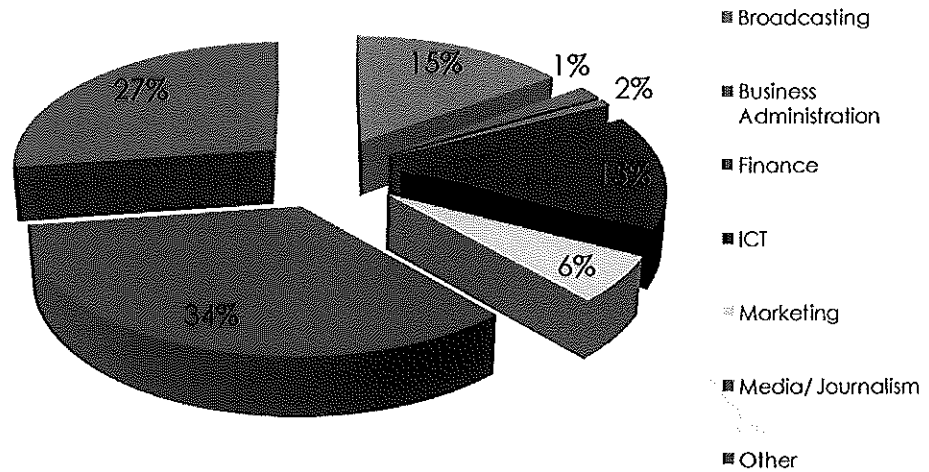
Of the total SABC employee population 2049 employees were trained in the respective division as depicted on the table below. Over a thousand training interventions were carried out in the Technology division alone, this in preparation for the impending DTT launch. Most of these interventions were in Final Control Centre (FCC) and Master Control Room (MCR).

The introduction of R45 million newsroom computer system in the second half of 2011 within News Division meant that approximately 700 employees underwent the Essential News Production System training (ENPS). This is part of the newsroom server development in preparation for 24hour News Channel.

The total expenditure on training amounted to approximately R23 million spread across various divisions for 4612 training interventions which included Learnerships and Internships as outlined in the table below.

Divisions	Number of Personnel
Commercial Enterprises	240
Content Enterprises	87
Corporate Affairs	25
GCEO, Office of COO & Provinces	128
Group Services (<i>Group Finance, Legal, Internal Audit, Risk and Governance</i>)	42
Group Human Capital Services	93
News	702
Public Broadcasting Services	175
Public Commercial Broadcasting Services	23
Technology	534
Grand Total	2049

SABC employee population was trained in various areas as depicted below

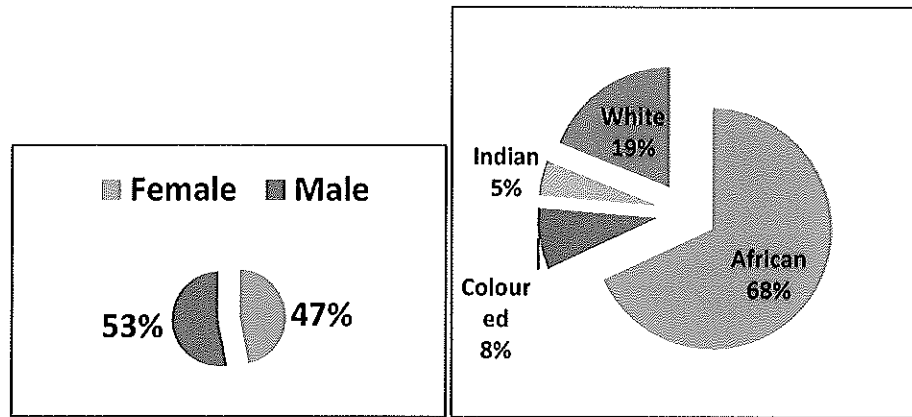


The total expenditure on training amounted to approximately *R23 million* (R22, 908, 763) spread across various divisions for 4612 interventions which included Learnerships/Internships.

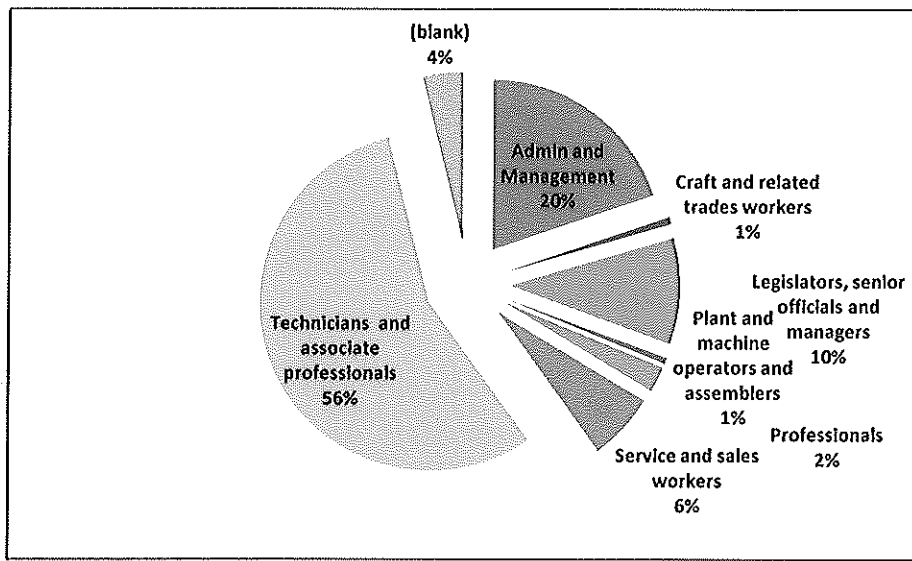
Budget Spent	R23m
Total number of employees trained	2049
Average Unit Cost per employee trained	R11200

Training conducted per race & gender

On analysis of the gender distribution of training recipients 47% are female and 53% are male. The charts below provide a breakdown of this gender and race distribution



Training conducted per occupation / faculty

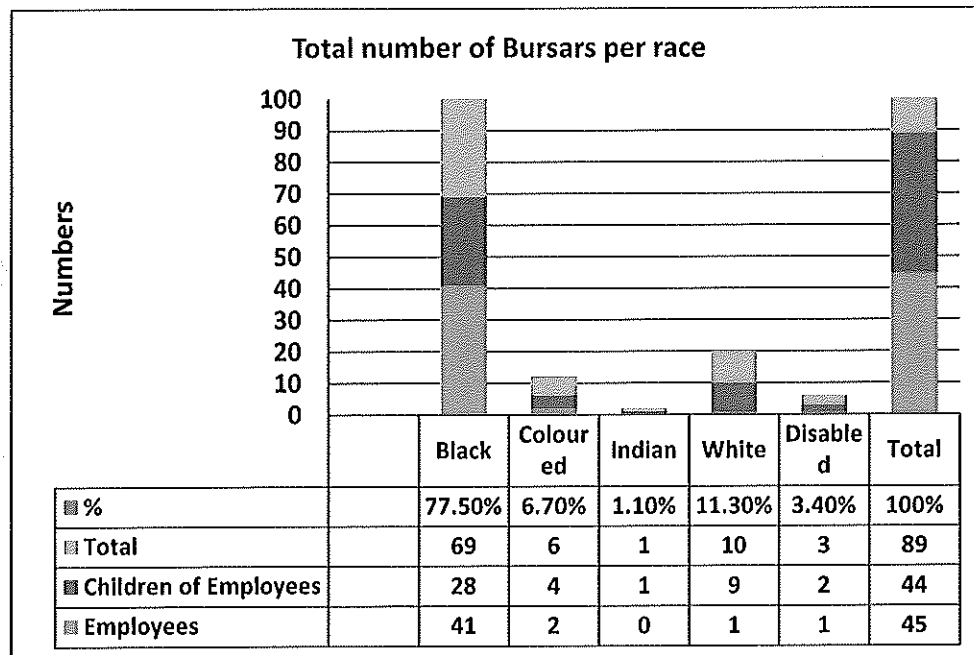


SABC Group Learning and Development also hosted some 278 graduates for a 12 to 16 months internship programme in various business units within the SABC. The amount invested into this initiative was a little over R10 million (R10, 300,000) and was funded by the National Skills Fund (NSF). Majority of these graduates were placed in areas such as Radio, Technology and News Journalism which is indicative and consistent to the current turnaround strategy which advocates for a focus in core business of the SABC which is broadcasting. 55% of these graduates were employed by various organizations including the SABC.

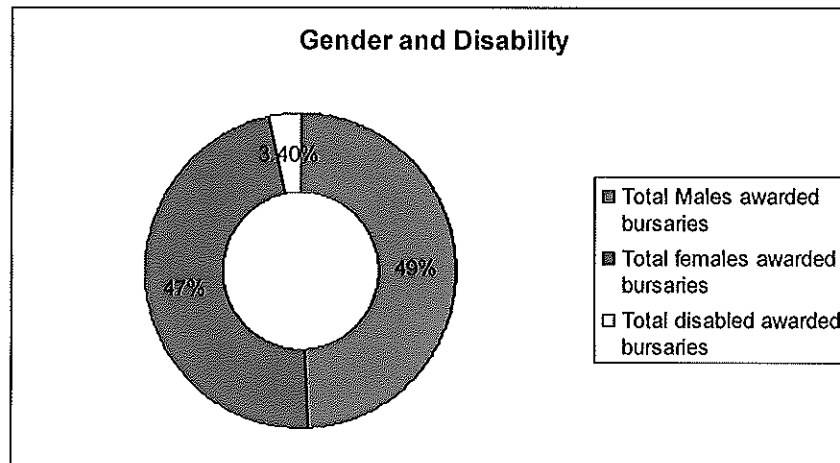
Bursary Allocation

A total of 89 new bursaries were awarded in 2011-2012, bringing a total number of bursars to 231, which includes bursaries awarded under the SABC foundation. The amount invested to maintain these new and existing bursaries was R3, 200 000. Bursaries were awarded in line with the critical and scarce skills identified within the broadcast industry.

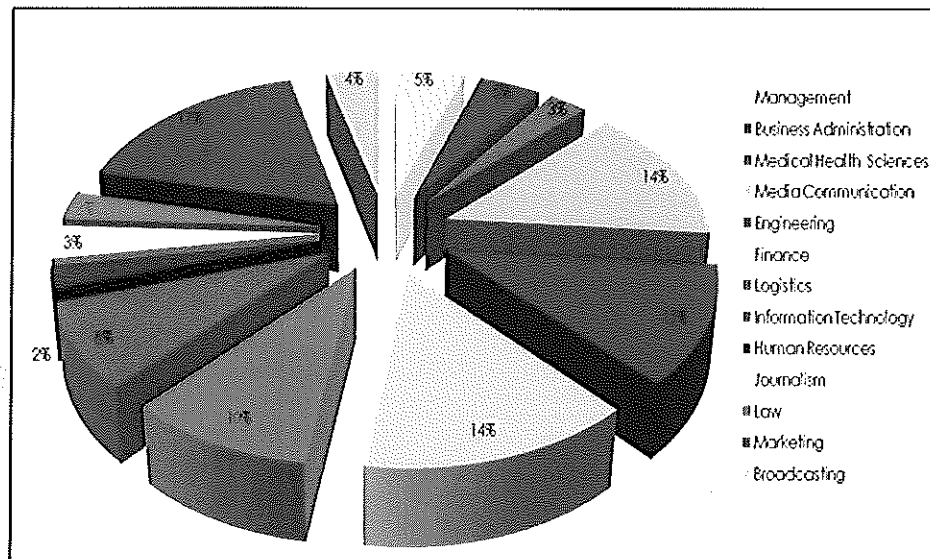
The following table indicates the number of bursars that were allocated in 2011- 2012



Bursary allocation per gender & disability



Bursaries supported per field of study/faculty



Other key programmes delivered which are in line with the SABC strategic focus are Election Computer Systems training (500 employees), On-air presentation, scripting and packaging for Radio and Television News, News Interviewing Skills, Media Law, SAP, TVBMS, Leadership Development Programme (LDP), Management Development Programme (MDP) and Adult Basic Education (ABET), as well as Health and Safety training as part of regulatory and compliance training.

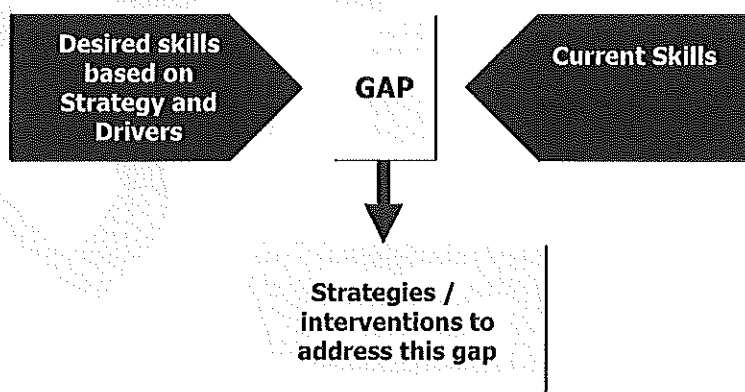
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Background to the Current Skills Audit 2012

In February 2012 the SABC Executive Committee mandated a skills audit to be conducted across the SABC to ascertain the level of skills and qualifications that exist within the organisation and identify the skills needed for future operations of the SABC. Once these needs have been identified an appropriate training plan will be developed to ensure the sustainability of the organisation from a human capital point of view. This process would also provide the organization with an idea of where their current skills are situated and would allow for alignment of the skills set to the needs of the organization.

Work on the audit commenced under the auspices of the GE: Group Human Capital Services. To this end a multi-disciplinary team was constituted in order to ensure cohesion within the project... The team comprised of the following functionaries: Divisional Training Managers; Human Capital General Manager's / Managers from various divisions across the SABC and the Organizational Development team. The team was tasked to develop a tool and approach to be used for the audit, as well as a project and communication plan. The team discussed in detail the recommended and most appropriate process to follow for a Skills Audit and the information plan in response to the needs as identified by the Executive Committee.

The high level skills audit process is outlined in the diagram below:



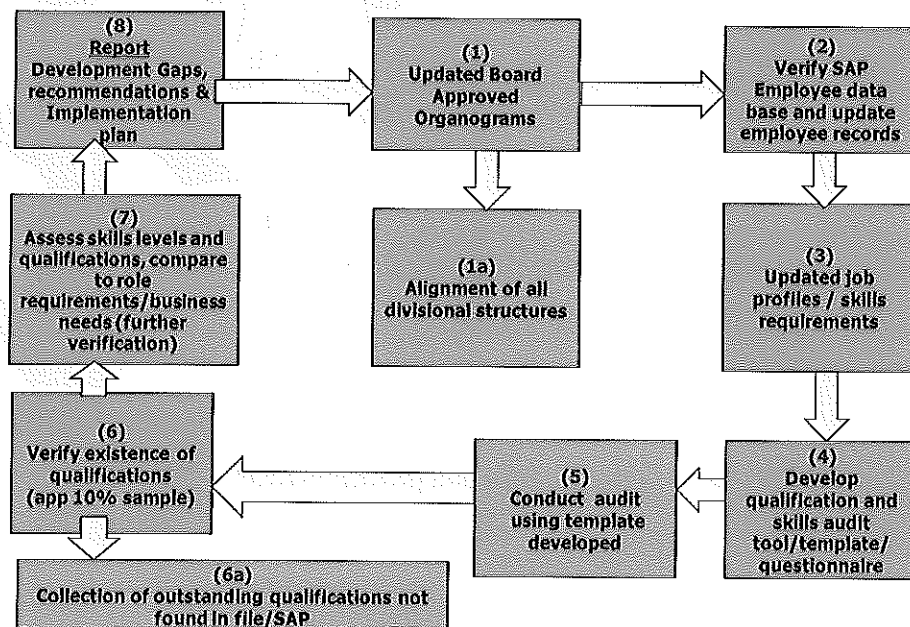
In brief a Skills Audit is a process of identifying and measuring available skills and or talent required by the organisation to deliver on its strategic goals. The main objective of the process is to identify skills gaps so as to develop strategies and interventions in order to address these gaps

Methodology

In developing the methodology it was decided that given the interdependent nature of human resource practices, not adhering to or taking into consideration the impact that these practices would have on the outcome of the skills audit would in the long run defeat the purposes of the audit and would not result in the achievement of required outcomes for the skills audit process.

It is for this reason that a two pronged approach was agreed upon and that both of these approaches would run simultaneously. The First Phase of the implementation would focus on the organizational strategy and the organizational structure required to support the achievement of the strategy. In conjunction with this the Employee Skills and Qualifications audit commenced in order to determine the current skills available in the organization.

The conclusion of these processes would put the organization in a position to confirm whether the current structure and current employee skills sets do position the organization correctly for the achievement of its long term strategic objectives and goals, or it would identify the skills gap which would then inform the training agenda for the organization in order to develop the required, skills

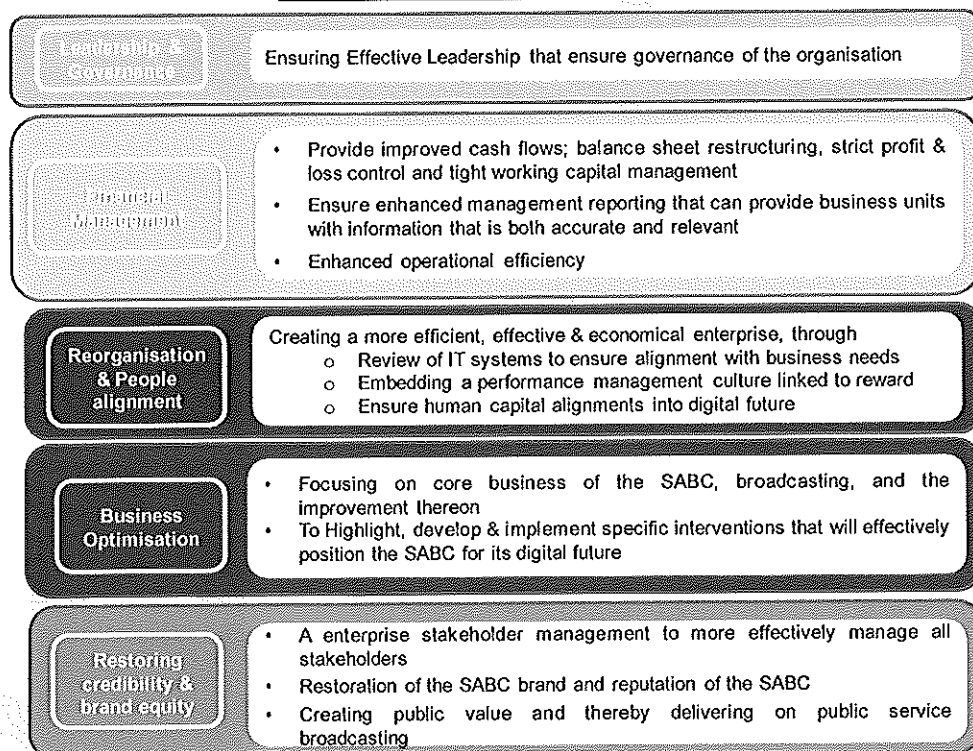


Implementation Phase

Phase 1: Alignment to Organisational Strategy

The Pillars of the Turnaround Strategy (depicted below), which have been in place and communicated in 2010 were key drivers that led to changes in the business operations. These pillars have also been instrumental in guiding key technical training interventions undertaken by various divisions across the SABC.

Pillars of the Turnaround Strategy



These changes amongst others included changes to business operations - incorporation of Content Enterprises into Television, the roll out of Digital Terrestrial Technology (DTT), the launch of the 24 Hour News Channel and the focus on centralization throughout the organization. The divisions most affected by these strategic initiatives were Television, Radio, News Technology, Human Capital Services and Finance. The team too all this into consideration when embarking on the Skills Audit Project.

This exercise resulted in the following activities being undertaken:

All divisional structures were aligned to the strategic direction of the SABC including the approved top structure;

- The levels of all the positions in the new structure were verified through consultation with the relevant division and job descriptions were aligned to outputs.
- The job descriptions for the old positions have been reconfirmed to ensure alignment to the skills and competencies required of employees given the realignment of the strategy.
- Newly created job descriptions are currently being developed in consultation with line managers as an ongoing requirement for the finalisation of this process.

- This process has been completed up to and encompassing levels 1 (Group Chief Executive Officer) level 2 (Group Executive) and level 3 (General Managers). The next steps in the process will incorporate levels 4 (Middle Management to 7 (Junior Employees). As an outcome of this process the team has identified 860 designations within the SABC and 608 job profiles. This database, however, still require cleaning up as some positions have become obsolete. Within the new top structure there are 22 positions and 14 job profiles.

Skills Audit

With respect to the Skills Audit process the team developed a brief one page questionnaire and a list of all possible qualifications and skills which are applicable and relevant to the SABC. The team also engaged with the SAP CCC to request them to upload all the requisite qualification categories on the system to ensure that when the questionnaires were completed by the employees and captured on the system the data capturers would have the correct skills categories to select thereby minimizing any errors being captured onto SAP.

As part of the communication plan that was developed it was ensured that communiqués from the Offices of the Group Chief Executive Officer (GCEO) and GE: Human Capital Services (GE: HCS) were sent out to all employees within the SABC through various Corporate Communication channels such as e-mail and rediffusions. Each divisional Group Executive (GE) also communicated this intent to their respective employees and line management in the division and where assisted in this process by the Divisional Human Capital Services Managers.

Out of a total of 3644 SABC employees to date 2457 completed questionnaires have been received.

Implementation Phase, Continued

The deadline for the completion of this process has been extended three times to afford employees who may have missed the previous opportunities to continue to submit their questionnaires. Once the questionnaires had been completed in the divisions the data was captured onto SAP.

Phase 2: Verification

The second phase of the process has commenced with the verification process which includes:

- Verification of data input into SAP for each of the individual employee;
- Confirmation of the existence of qualifications an employee has identified on the questionnaire
- Verification of the qualifications that have been received from the employees through the selection of a 10% sample per division
- The Assessment of skills levels and authenticity of the qualification and a comparison will be made with respect to the job requirement
- Identification of skills gaps and development and implementation of an organizational training plan

A team of Training Managers were then requested to verify the data captured on the system and identify the qualification categories that currently do not appear on SAP. This verification process is ongoing as the data is currently being cleaned up. At the same time the Divisional Managers are targeting employees that haven't completed their forms and are verifying the qualifications captured on the questionnaire with copies of qualifications that appear on the files.

Thereafter there will be a process which will entail the verification and assessment of the skill levels and authenticity of the qualification and a comparison will be made with respect to the job requirement. As part of this process multiple assessment tools will be utilized.

Arising out of the information collated in the previous steps of the process the skills gaps will be identified, recommendations on development strategies will be made to the organization and if approved will culminate in the development and implementation of a training plan as the final part of the skills audit process.

Limitations and Challenges

The unfolding Skills Audit process faced a number of limitations and challenges which may have impacted on the reliability and validity of the findings, if mitigation processes had not been included as part of the planning process. To date some of the limitations have been as follows:

- The capturing of the questionnaires was predominantly done manually and errors in the capturing of some details have been found, e.g. some employees have been incorrectly captured as doctorate or honours degree holders. A process of verification of the data on SAP has been undertaken to ensure that all data captured is a correct reflection. Any anomalies identified are corrected as they are found. Some employees captured current studied which are yet to be completed.
- Another observation has been that due to the non-availability of some of the qualification categories on SAP the employee information has not been fully captured. The updating of these qualifications is currently being addressed with SAP CCC for amendments to be made to the qualification categories
- Some employees have been captured as having up to 11 qualifications. On review of the data captured it was realized that the qualifications are in different fields of study or found to be very similar qualifications (this may be assumed as duplication of information). These anomalies have been verified and corrected on the system at divisional level.
- The design of the questionnaire and the system used to capture and report the results were not aligned, which was caused by the inflexibility of the reconfiguration of SAP and as such has occasioned the need for the increased number of verification processes that needed to be implemented as part of the process.
- There has also been varying degrees of understanding of the purpose of the Skills Audit and this has resulted in some suspicion of the process and the purpose for which the information will be used, especially around the issues related to job security. It is therefore recommended that caution be exercised when decisions are taken based on findings pertaining to the audit.

The team will continue to ensure that risk mitigation strategies are in place to deal with the limitations and challenges as they arise during the ongoing process.

Employee Participation Findings

In total 2457 employees (67% of employees complement) completed questionnaires that were received by the various Divisions across the SABC. A detailed analysis of the information captured on SAP is reflected in the section that follows.

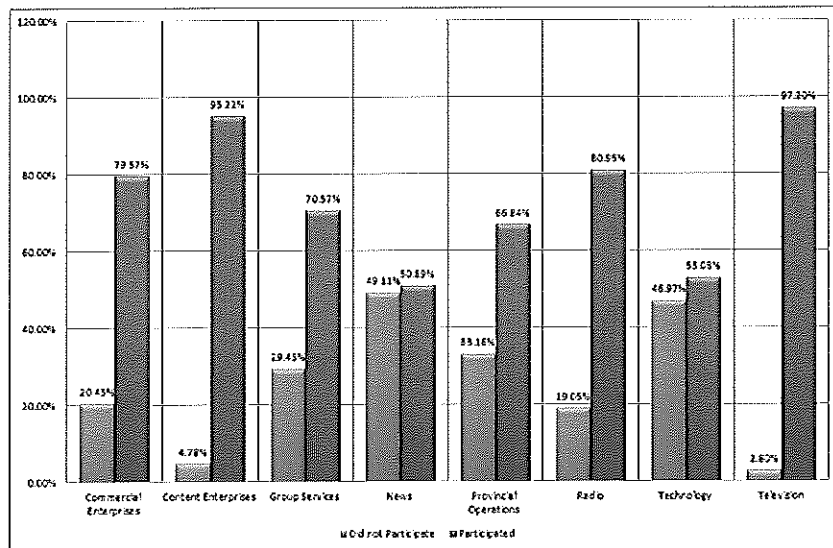
Senior and Middle management level employees have the highest participation rate levels, with the former at 70% and the latter at a 73% participation rate. Employees at scale code 404 - 407 have a participation rate level of 62%.

The divisions with the highest levels of participation are Television (96%) and Radio (81%). The remaining divisions are Commercial Enterprises (80%), News (51%), Stakeholder and Provinces (67%), Group Services (71%) and Technology (53%).

% Participation by Division

The percentage staff completion rate by Division is reflected in the graph below:

Participation % by Division

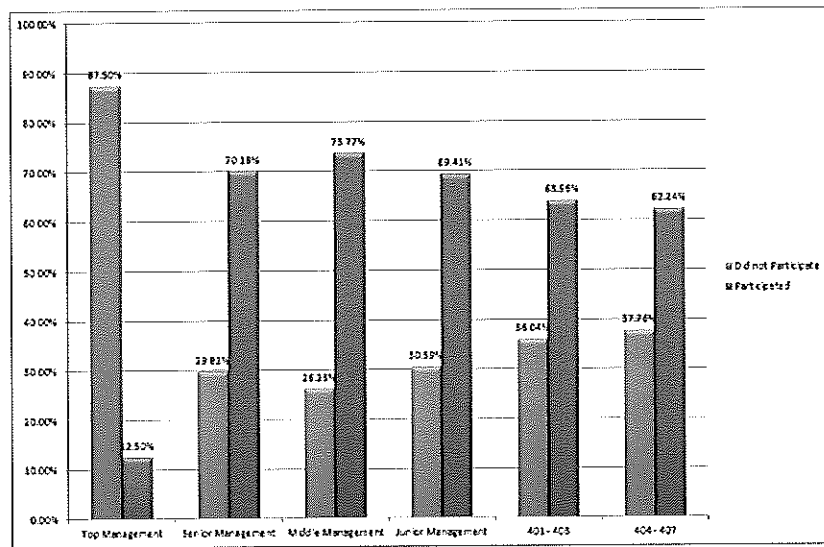


The divisions with the highest levels of participation are Television (96%), Radio (81%). The remaining divisions are Commercial Enterprise (80%), News (51%), Stakeholder and Provinces division (67), Group Services division (71), Technology (53%).

Employee Participation Findings, Continued

% Participation Rate by Level

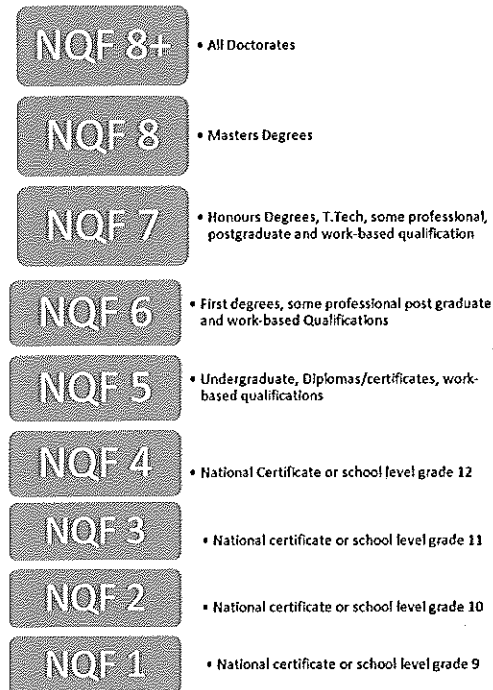
Participation by Level



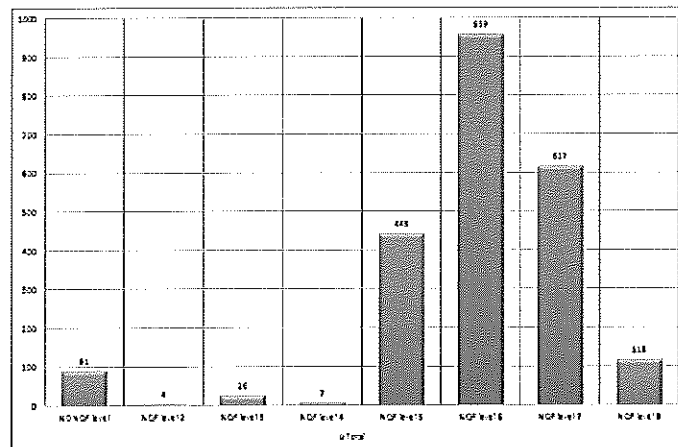
Senior and middle management level employees have the highest participation rate levels, with the former at 70% and the latter at 73% participation rate. Employees at scale code 404 - 407 have a participation rate level of 62%.

Findings: Formal Qualifications

The qualifications have been captured on SAP according to the National Qualifications Framework as explained in the diagram below



Summary of NQF Levels



According to the results above, over 80% of people who participated in the audit have qualifications between NQF level 5 and NQF 7.

Findings: Formal Qualifications, Continued

Analysis on Categorized NQF Levels

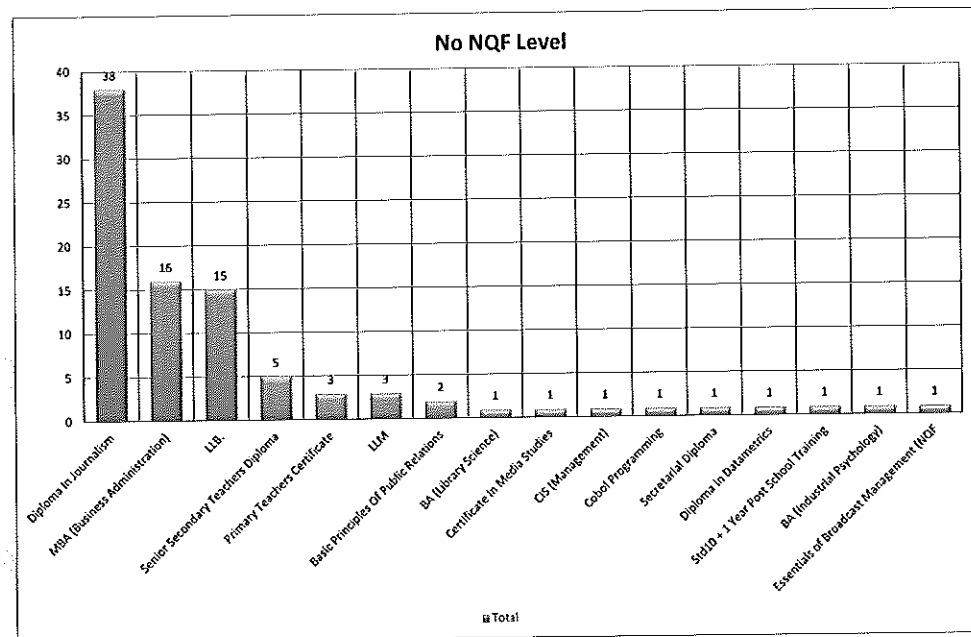
The exercise helped in identifying a lot of work which is still needed in correcting the NQF levels of qualifications within SAP. Some qualifications are not categorized according to the correct levels while some not at all categorized. Amongst some of the qualifications found to be affected by this are qualifications such as Masters in Business Administration (MBA), LLB, and LLM.

Observation

In spite of the above, the results of the exercise against the SABC's Qualifications Catalogue as currently populated on SAP are discussed in the remainder of the report.

A number of professional qualifications not categorized on a specific NQF Level on SAP, are reflected in the table below:

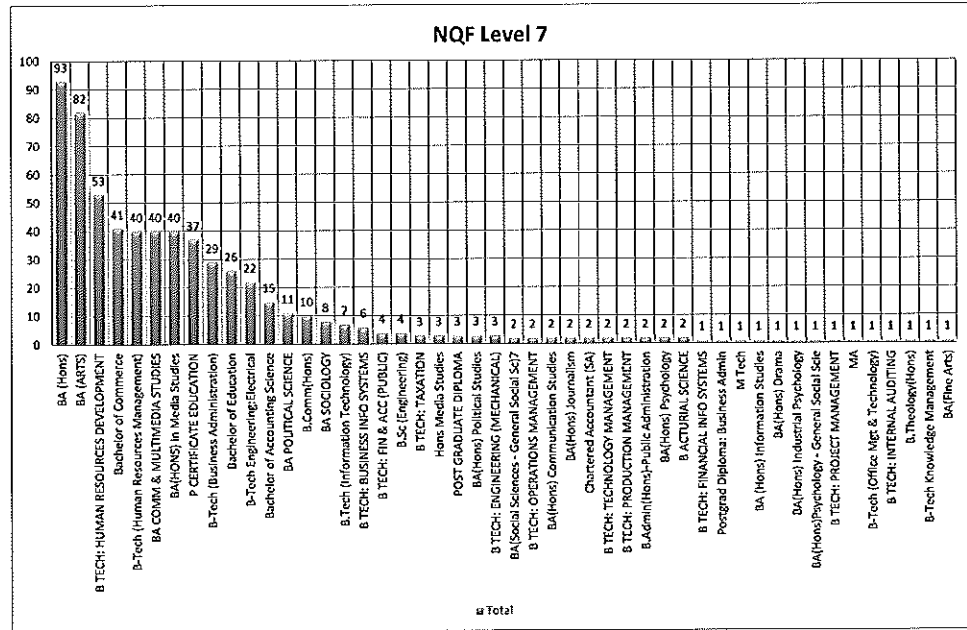
Analysis on Non-Categorized NQF Level



Findings: Formal Qualifications, Continued

Analysis of
NQF Level 7

Details of Qualifications in this category are reflected in the graph below:

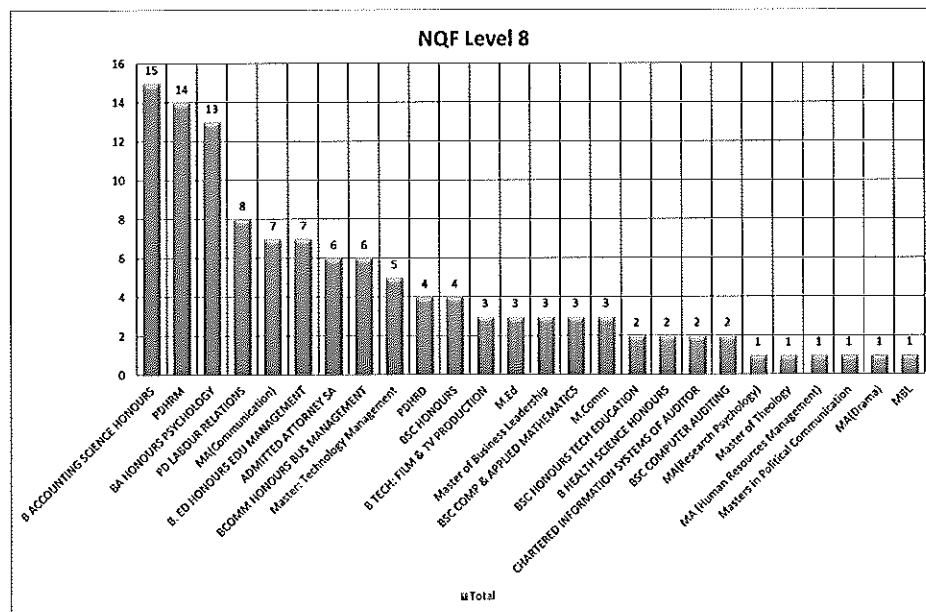


Qualifications in the following areas as the most common in this category:

- BA (Hons)
- BA General
- B-Tech Human Resources
- Bachelor of Commerce
- BA Communication/Multimedia Studies

Findings: Formal Qualifications, Continued

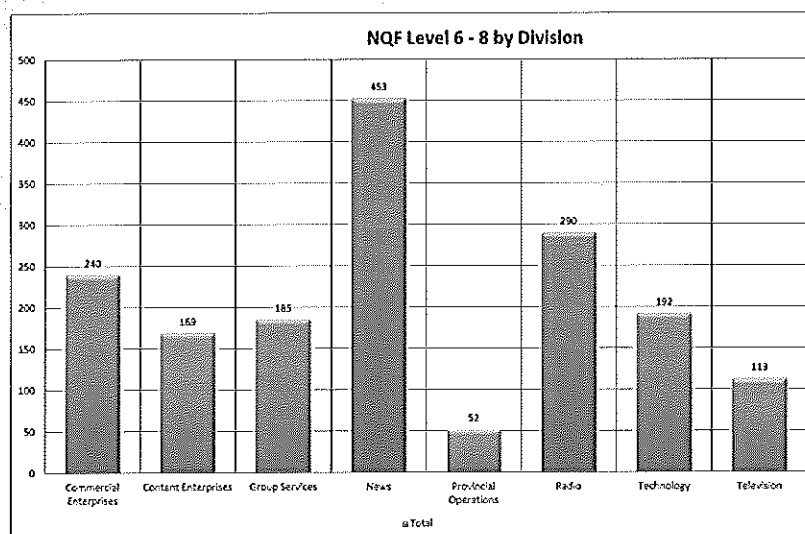
Analysis of NQF Level 8



The most common areas of study in this category is Accounting, Psychology, Communication and Human Resources

Analysis of NQF Level 6 – 8 by Division

The number of NQF Level 6 – 8 qualifications by division is reflected in the table below



Findings: Formal Qualifications, Continued

Analysis of NQF Level 6 – 8 by Division

News, Radio, and Commercial Enterprises have relatively high numbers of employees with qualifications in NQF Level 6 – 8.

The results and findings discussed above reflect generally well qualified employees in a variety of areas within a population that has participated in the exercise.

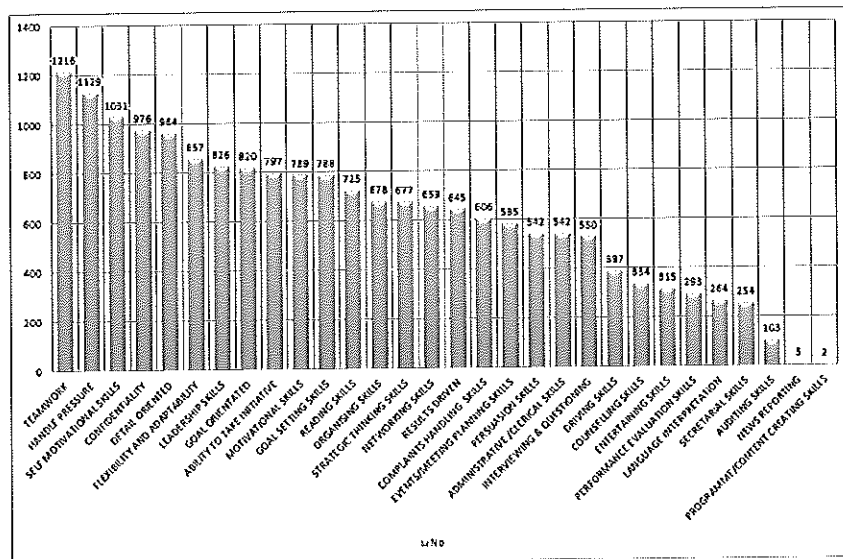
Findings: Acquired Skills

Training interventions and acquired skills depicted in the following graphs are not indicative of the number of employee who participated in the exercise; they depict a collection of skills and training interventions held by all individual employees who participated in this exercise. It should also be noted that one employee may have more than one acquired skill/competency and have attended more than one training intervention.

SABC Skills Profile

The detailed SABC Skills Profile (Top 30 Skills) is reflected in the graph below

Analysis of Skills (SABC)

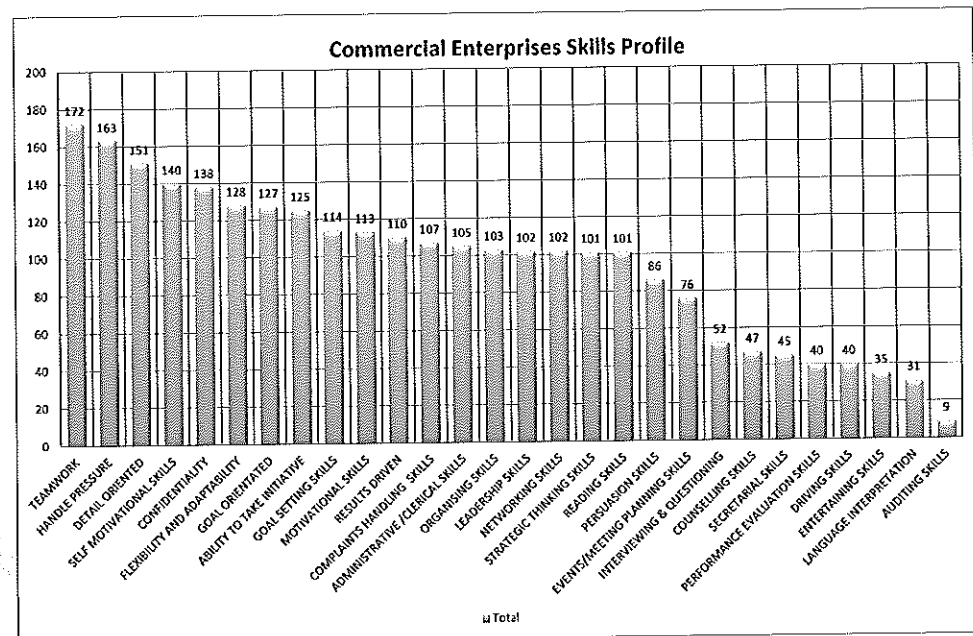


The top five skills (a skill that most employees indicated that they had across the SABC) are as follows: team work, handling of pressure, self motivation skills and keeping confidential information and they are detailed orientated.

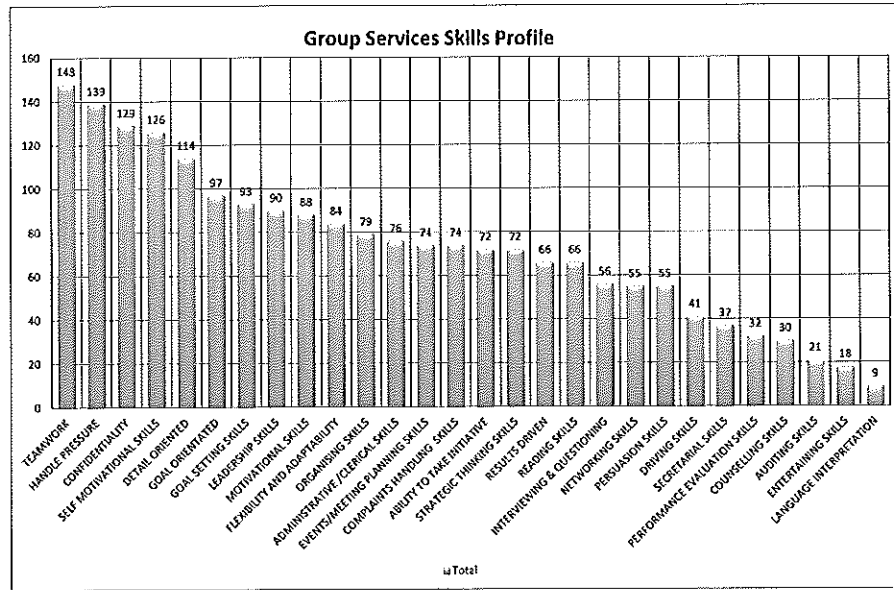
The programming content creation skills, news reporting, auditing skills, performance management and entertainment skills are in the bottom 10 of the graph. Given the nature of the business of the SABC this anomaly needs immediate attention.

Analysis of acquired skills per division is represented in the graphs below

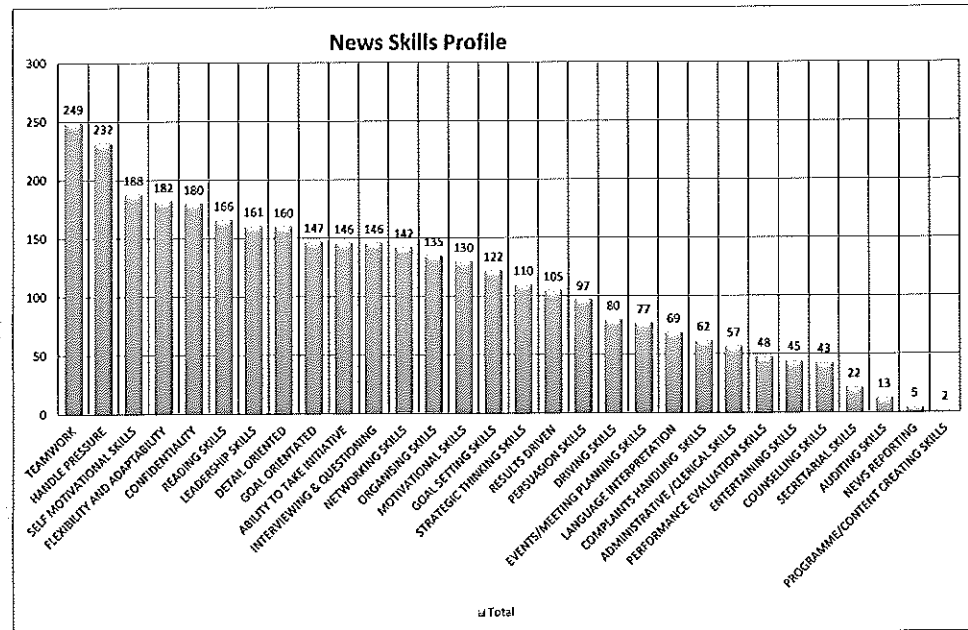
Commercial Enterprises Skills Profile



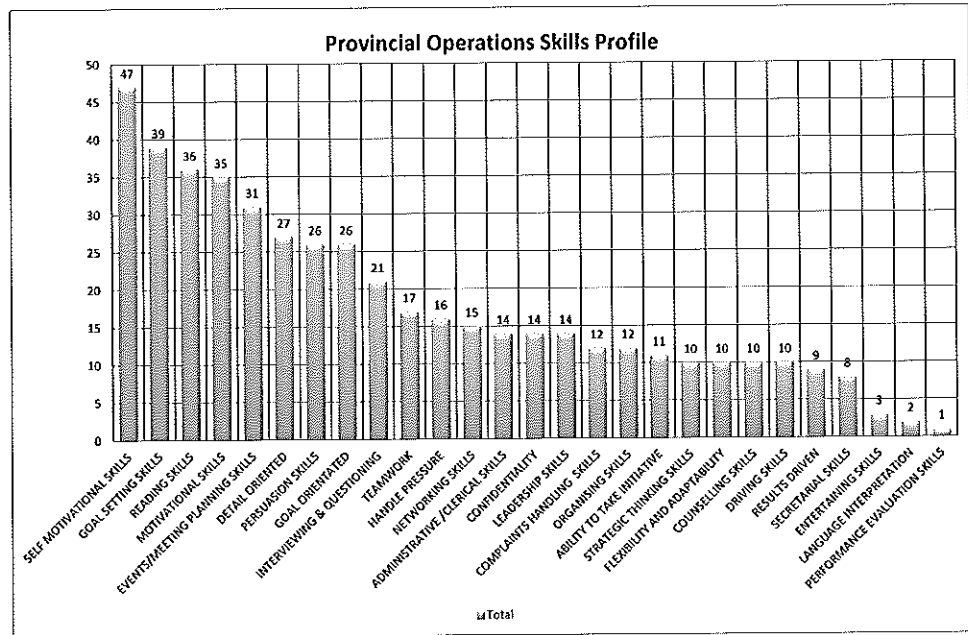
Group Services Skills Profile



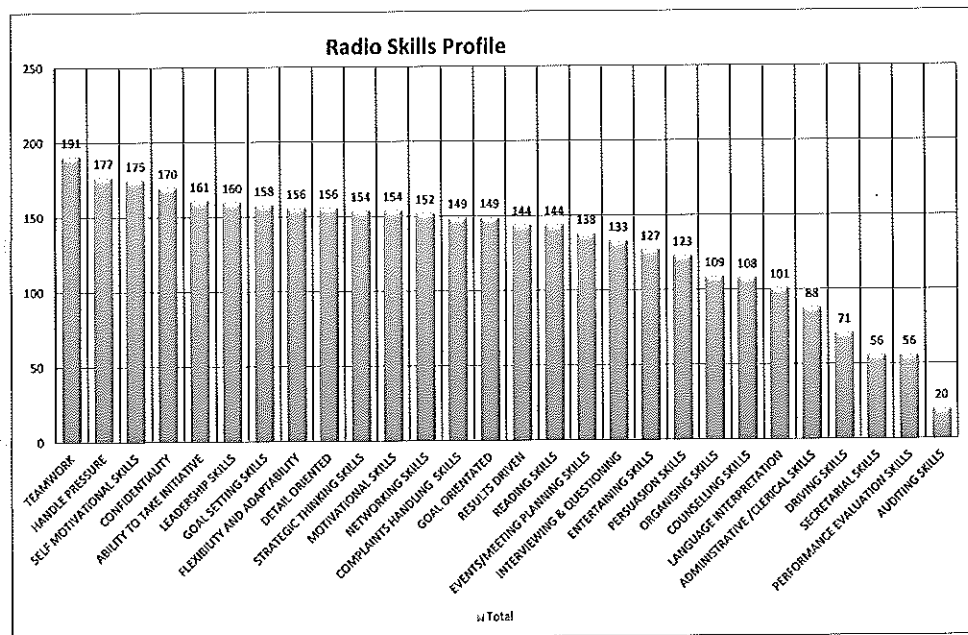
News Skills Profile



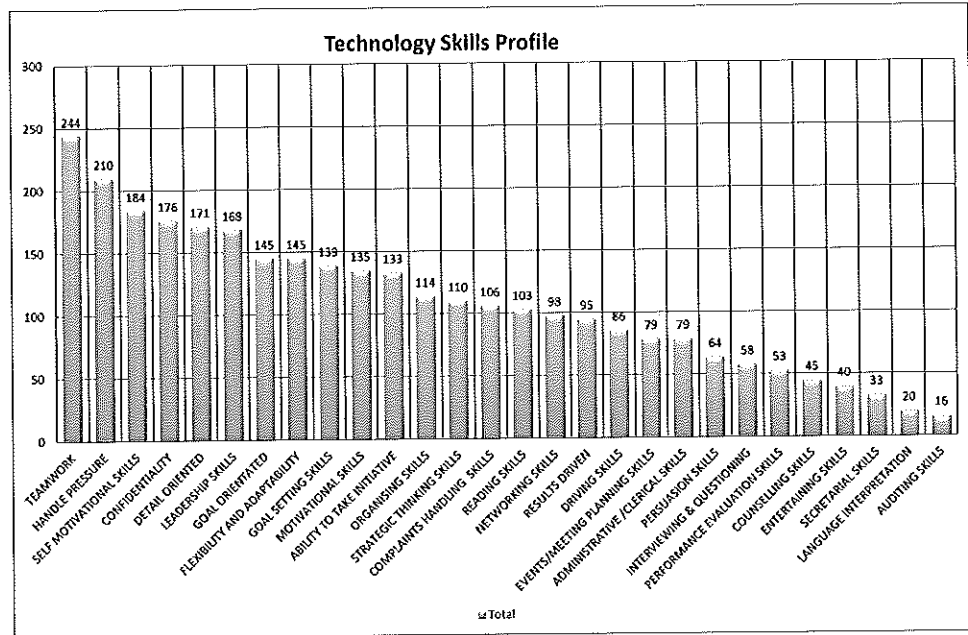
Provincial Operations Skills Profile



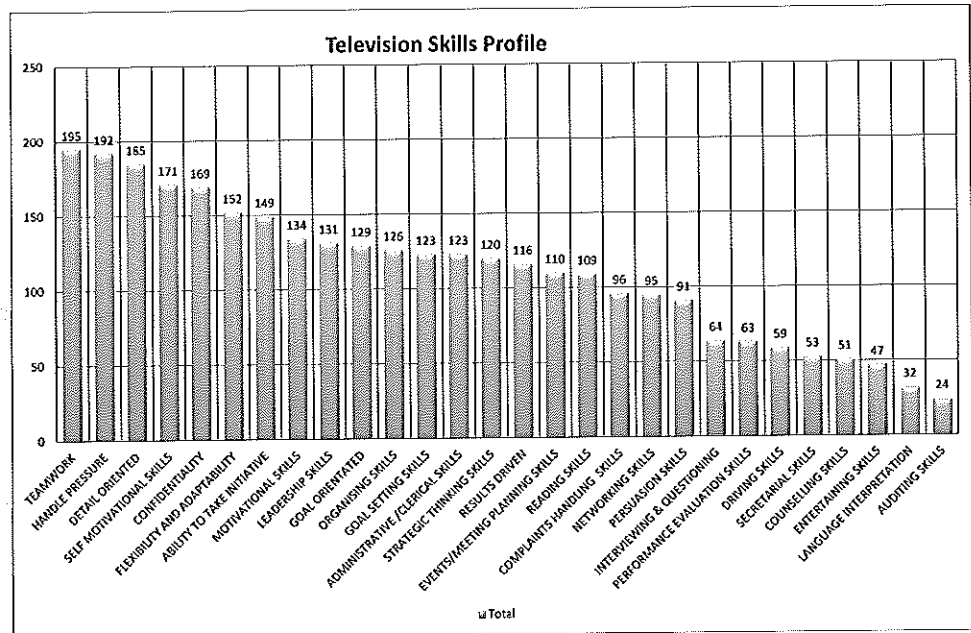
Radio Skills Profile



Technology Skills Profile



Television Skills Profile



Findings: Courses/Programmes

There are over 130 different course categories on the SABC Qualifications Catalogue with well over 1,000 different interventions. To make sense of the results of this exercise, the document only concentrates on the top 30 courses or training interventions attended in each division as well as across the SABC.

The top 30 training courses attended by employees across the SABC are reflected in the graph below:

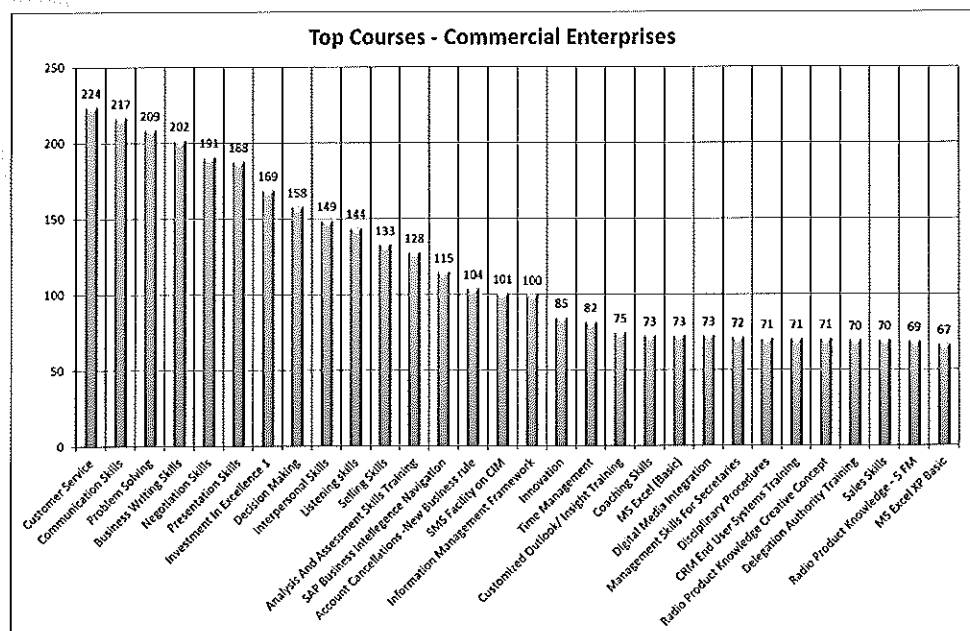
The areas in which staff members are most trained in are the following:

- General courses (without specific field of study)
- Self - Management
- General Management
- SAP
- Communications Skills
- Research
- Learning & Development

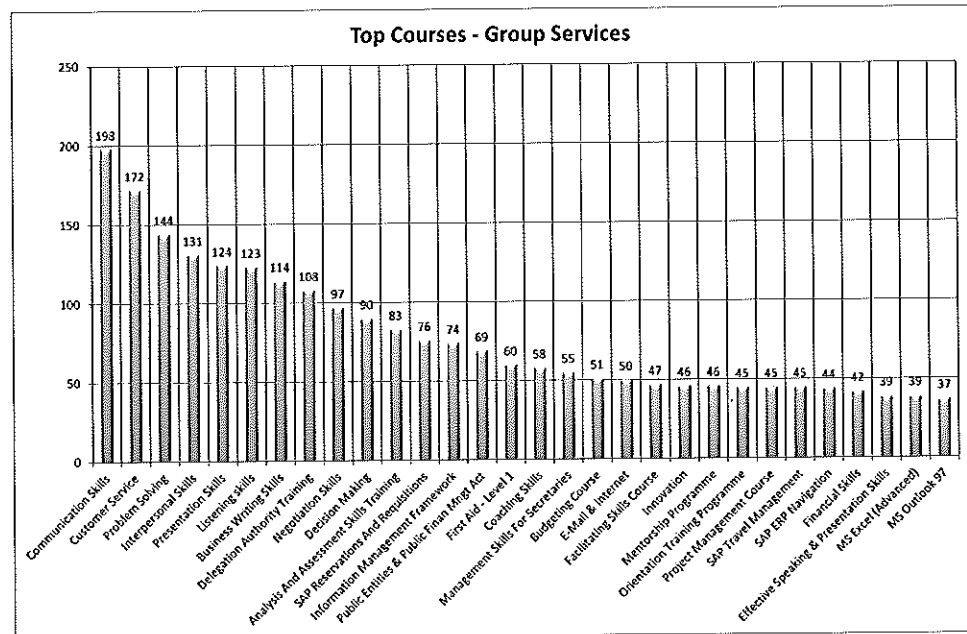
The General Area includes over 200 different courses which are not classified into a specific field of study like Service Excellence ISO14001, bookkeeping, telephone etiquette etc.

Commercial Enterprise

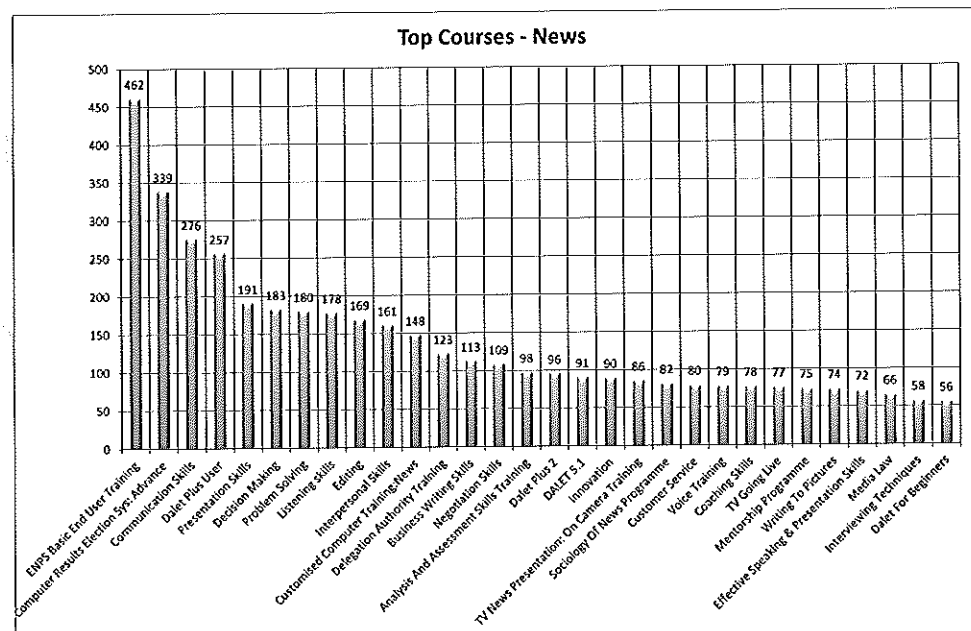
The top 30 training courses attended by employees in Commercial Enterprise are reflected in the graph below:



Group Services The top 30 training courses attended by employees in Group Services are reflected in the graph below:

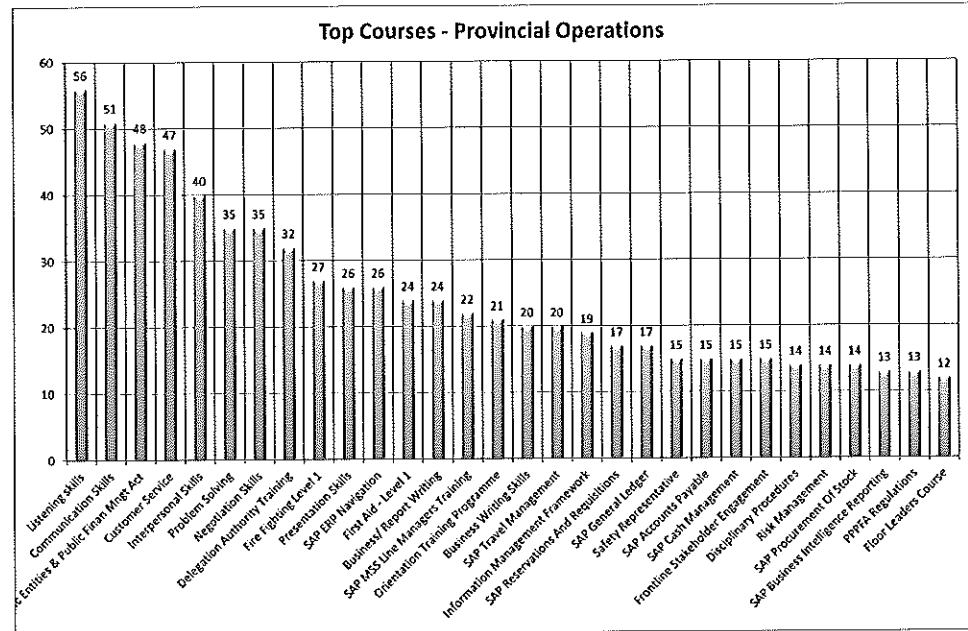


News The top 30 training courses attended by employees in News are reflected in the graph below:



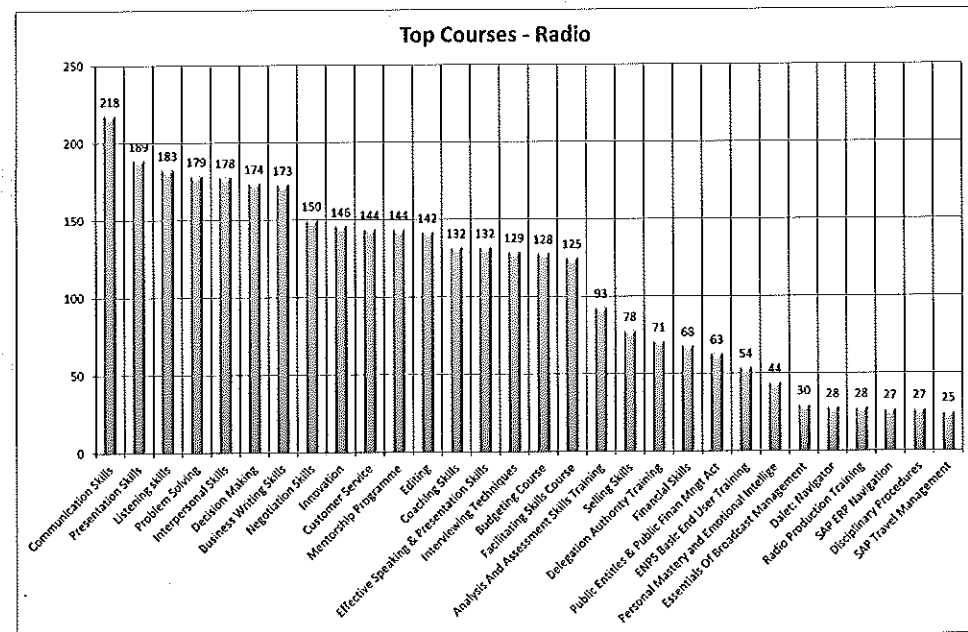
Provincial Operations

The top 30 training courses attended by employees in Stakeholder and Provincial Operations are reflected in the graph below:



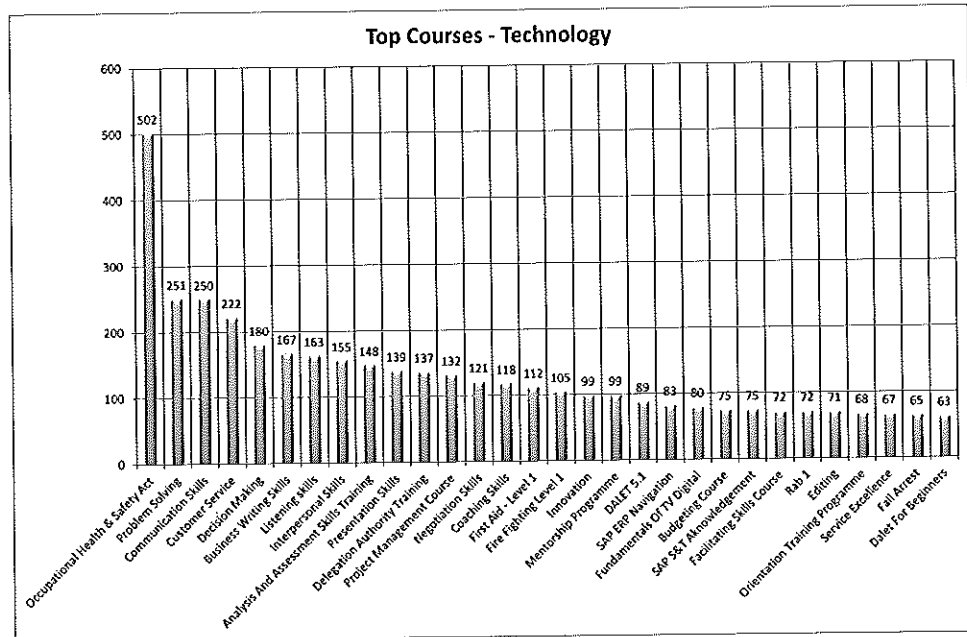
Radio

The top 30 training courses attended by employees in Radio are reflected in the graph below:



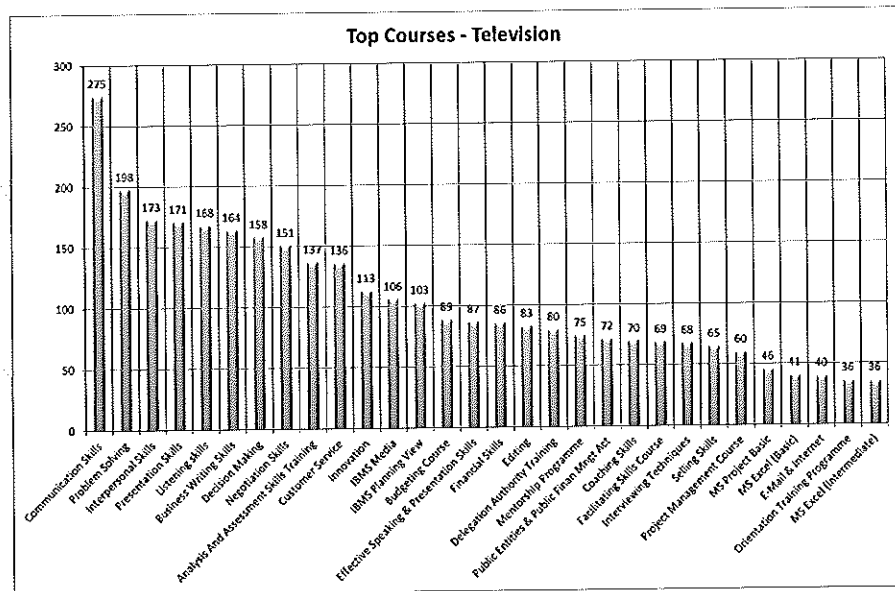
Technology

The top 30 training courses attended by employees in Technology are reflected in the graph below:



Television

The top 30 training courses attended by employees in Television are reflected in the graph below:



It is observed that training interventions differ substantially between divisions; this is possibly due to different functional needs found in each division.

A number of functional training courses are however included in the General category on the SABC's Qualifications Catalogue