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# The Inseta Consolidated Report for the 11 Employer Skills Needs Surveys Conducted

# 1. Classification of employers in terms of standard industrial classification codes.

Table 1 below shows the classification of the 11 Employer/Stakeholder companies who participated in the skills needs surveys in terms of their standard industrial classification codes.

Table Description of the sample in terms of Standard Industrial Classification (Sic) Codes

|  |  |
| --- | --- |
| Name of Company | Sic Code Classification |
| 1. MiWay | Short-Term Insurance |
| 1. Agility | Health-Care Benefits Administration |
| 1. AIG | Risk Management |
| 1. Avbob | Funeral Insurance |
| 1. Indwe Risk Services | Activities Auxiliary to Financial Intermediation |
| 1. Assupol | Life Insurance |
| 1. Hollard | Life Insurance |
| 1. Discovery | Health-Care Benefits Administration |
| 1. Aon | Risk Management |
| 1. Munich Reinsurance | Reinsurance |
| 1. Auto & General | Short-Term Insurance |

18.1% of the employers fall within the short-term insurance category. A further 18.1% of the companies fall within the life insurance company. Another 18.1% of employers are categorized under the risk management category. In addition a further 18.1% of employers fall under the health-care benefits administration category. The remaining employers each representing 9.0% are classified under risk management, funeral insurance, activities auxiliary to financial intermediation and reinsurance, respectively.

# 2. Commonalities across employers in terms of hard-to-fill vacancies

A content analysis was carried out to establish commonalities in terms of hard-to-fill vacancies. Table 2 below shows commonalities across employers in terms of hard-to-fill vacancies

Table Commonalities across employers in terms of hard-to-fill vacancies

|  |  |
| --- | --- |
| Occupation | Number of Listings/References made to |
| Actuary | 6 |
| Claims Assessor | 4 |
| IT Managers | 2 |
| Brokers/Sales Consultants | 8 |
| Compliance Officers | 3 |
| Data Scientist | 3 |
| Project Management | 3 |
| Underwriters | 8 |
| Case Managers | 3 |
| Web Developers | 3 |

The occupation/s with the highest number of listings/references made to it were brokers/sales consultants and underwriters (tied), followed by actuary, claims assessor, compliance officers, data scientist, project management, case managers, web developers (all tied), and finally, by IT Managers. The rest of occupations appear to be niche/specialized occupations particular to a specific standard industrial classification code (occurred singularly – only referred to once) (Refer to the template for transmitting information to DHET for the skills needs surveys).

A content analysis was executed to determine common categories of reasons for hard-to-fill vacancies for the common occupational categories.

Table Reasons for hard-to-fill vacancies for common occupations identified above

|  |  |
| --- | --- |
| Occupations | Reasons for Hard-to-Fill Vacancies |
| Actuary | Employment Equity  Lack of relevant experience (not correct profile, skills & knowledge  Lack of Relevant qualifications  Actuary who has knowledge of finance  Actuaries with underwriting skills  Availability from other companies  Actuaries must have knowledge of profit valuations |
| Claims Assessor | Relevant skills  Affordability  Sector Knowledge  Pre-authorization claims  Marine claims  With short-term experience  With life space experience |

|  |  |  |
| --- | --- | --- |
| Occupations | | Reasons for Hard-to-Fill Vacancies |
| IT Managers | Not sufficient insurance experience  Employment Equity | |
| Brokers/Sales Consultants | Work on low salary and not commission  Can’t appoint persons who are still working under supervision (Date of First Appointment) (DOFA)  Prospective applicants reluctant to work in remote regions  Geographical region  Employment Equity (Black Females)  Lack relevant qualifications  Lack relevant experience  Mindset for moving from local to global broker  Our staff who we train on Financial Advisory Intermediary Services Act and on the Regulatory Exams get poached. | |
| Compliance Officers | Many changes since Financial Services Board Notice 194; the introduction of Continuous Professional Development Points including various categories & tiers  Lack of them in life space  Lack of relevant experience | |
| Data Scientist | Emerging occupation  Lack programming skills  Lack data analytic skills | |
| Project Management | Competing with the Banks | |
| Underwriters | Have to import Senior Aviation underwriter from Sweden  Shortage on the life side  Limited knowledge of property & energy  Underwriters must be qualified engineers  Mining engineering qualification with underwriting | |
| Case Manager | With pre-authorization skills  With gall bladder knowledge  With risk management skills  Knowledge of Genus medical care | |
| Web Developers | Employment Equity | |

It can be seen from the above that there are quite diverse, complex and specialized reasons why vacancies are considered hard-to-fill.

Table 4 Hard-to-Fill Vacancies Skills, Non-Skills or Skills & Non-Skills

|  |  |  |
| --- | --- | --- |
| Skills | Non-Skills | Skills & Non-Skills |
| 5 | 1 | 3 |
| Total: 9 |  |  |
| Missing Values: 2 |  |  |

From the above table it can be seen that the reasons for hard-to-fill vacancies is mainly attributed to skills reasons, followed by a combination of skills & non-skills reasons, and finally, by a non-skills reason.

# 3. Common skills gaps stratified by 3 broad occupational groupings across 11 employers

Table Common skills gaps stratified by 3 broad occupational groupings across 11 employers

Table 5 below depicts the common skills gaps evident among the 3 occupational groupings.

The areas which are categorized as common at the senior level are the following: Leadership; Management; Coaching; and Strategy.

The areas which are classified as common at the mid-level are time management, leadership, management and customer service skills.

The areas which are designated as common at the lower -level are literacy and Matric qualification.

|  |  |
| --- | --- |
| Broad Occupational Groupings | Common Skills Gaps |
| (2A) Senior (Managers and Professionals) | Leadership  Leadership skills at executive level  Leadership skills (EQ)  Business school leadership  Leadership Development training  Management & Leadership |
|  | Management Development Programme (MDP)  Management Skills (Plan, lead, control and organizing) |
|  | Coaching  Executive Coaching |
|  | Strategically  Strategy (Gibbs Business School) |
|  |  |
| (2B) Mid-level (technicians, artisans & clerical) | Time Management |
|  | Leadership training (admin to leaderships  Leadership Development Training  Management & Leadership |
|  | Customer service skills |
|  |  |
| (2C) Lower-level (plant operators & elementary ) | Literacy  Reading & Writing  Writing skills  Subjects to get Matric  Matric qualification |

# 

# 4 Change Drivers

This section identifies the change drivers which were identified by Inseta stakeholders which were obtained from the skills needs surveys which were conducted with 11 Inseta stakeholder between May and June 2018.

Table Change Drivers from the Inseta/DHET Skills Needs Survey May to June 2018

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Auto & General | Munich Reinsurance | Aon | Discovery | Hollard | Assupol | Indwe Risk Services | Avbob | Miway | Agility | AIG |
| Technology  Insurance is moving to an online digital platform as the main method of communicating with it’s customers.  Legislation  Organization is meeting industrial compliance, e.g. class of business | Technology  Digitalization & Data Analytics  The nature of jobs going to change because of artificial intelligence  Digitalization may lead to an increase or decrease of costs | Technology  Digitalization  Artificial Intelligence  Retail Distribution Review  Move away from choosing the binder  who charges Highest binder fee  Continuous Professional Development has a positive impact for training our employees | Legislation  Restructured our regulatory compliance because of directives from the Financial Sector Conduct Authority (FSCA)  Technology  Need to be innovative otherwise our business will fail. Striving for the best business strategic model | Technology & Digitalization  Sales person at call centre contact potential customers quicker through having picture of ID, licence disk, GPS coordinates, etc.  Human eye can be scanned to determine potential for heart attack  Monitor heart rate with monitor on person’s wrist linked to medical aid provider  Mobile wallets and mobile money  Airtime on SMART phone  Self-driving motor vehicles – no need for insurance?  Example: Uber owns fleet of cars changes mode of insurance from personal lines to liability insurance  Customer Service Levels  Customer more informed and current legislation protects the customer  Need to deal with the mass market. Capitec have introduced mass market malls instead of the traditional banks.  Changing Work Force  Milliniums hold multiple jobs in one day | Technology  Provide real time services to clients  Artificial intelligence  Innovation  Customer opens a bank account – this same customer might be contacted by other companies offering other products  Legislation  Compliance to Fit & Proper Regulations | CPD & Product specific training  Specific training for class of business  Generic training undertaken must be signed with the training provider  Internal training register must be signed internally  Without a DOFA date from FSCA, Indwe cannot appoint staff | Technology  Technology impacts on the calculation of premiums. To accommodate this, basic financial management course is undertaken by district and area managers at AVBOB.  Legislation  Changing legislation affects targets set with resultant revising of contracts  Pieces of legislation considered to be change drivers: FAIS Act, Basic conditions of employment act and National Minimum Wage Act.  Because of Fit & Proper requirements Avbob can bring fewer representatives into the company | Technology  Driverless cars  Robotics  Human interaction has been reduced because potential customers apply online using an APP.  Regulation – Class of Business Continuous Professional  Development  Accreditation of Resources MiWay is busy aligning this to one central point | Culture Change  What our policy authorizes in terms of payment for hospital plan. What medical doctors authorize for our customers is not covered by our policy. There is a disjuncture between the 2 types of authorizations. Customers get irate because they are not covered in terms of the policy.  For the reasons outlined above, it is necessary to have customer driven membership awareness. | Legislation  FCSA drives skills development in terms of training that gets done in terms of the regulatory environment  Change in Products  Our staff and brokers need to have product knowledge of new products so that they can sell these products.  Change in Systems & Processes  Virgin products – all new processes  Claims – outsourcing versus insourcing – used to be outsource to Kuala Lumpur now claims are done inhouse. |

It can be seen from the table above that change drivers identified by our stakeholders fall into the following main areas: Technology & Digitalization, Legislation, Retail Distribution Review, Customer Service Levels, Continuous Professional Development and specific training for class of business, Culture Change, Change in Products and Change in Systems and Processes. Under legislation much reference is made to compliance with class of business. Under technology reference is made to the changing nature of jobs and the changing nature of the workforce, e.g. the milliniums With rapidly changing technology companies need to adapt their strategic models. Real examples of technological changes were provided by our stakeholder companies, e.g. scanning the eye to determine the potential for heart attacks. Technology also impacts on the determination of premiums. Much reference was made to FAIS Fit and Proper Requirements as a change driver.

Table 7 below shows the common change drivers and their implications for skills development.

Table Common change drivers in the insurance sector across 11 employers and their implications for skills development

|  |  |  |
| --- | --- | --- |
| Name of Change Driver | | Implications for Skills Development |
| Legislation Financial Services Board/Financial Services Conduct Authority  Financial Advisory Intermediary Services Act (FAIS)  Labour Relations Act  Basic Conditions of Employment Act  National Minimum Wage  RE  RE1 | | Drives skills development in terms of training that gets done. Drives skills development in the regulatory environment.  Restructured our regulatory compliance  State of economy affects targets set and contracts have to be revised  Fit & Proper – Number of people that can be brought into a company – has an impact because fewer people can be representatives  Employees within companies are battling to pass  Key Individual s Info amended |
| Continuous Professional Development & Class of Business  CPD & product specific training | | Staff need to develop. CPD has had a positive impact.  Date of first appointment (DOFA) – strict deadline in terms of which product can be sold under supervision This is set by the Financial |
|  | Services Board.  Training register must be signed at training provider and internally at the company when the training gets done inhouse.  Staff who are recruited must be compliant | |
| Technology  Digitalization  Data Analysis  Digital Disruption  Artificial Intelligence | Apply online for premiums using APP reduces human component  Premiums basic financial management course by District Managers & Area Managers  Offer Real time service to clients  Department of Home Affairs will know dependents of person who has become deceased using ID within 20-40 minutes using big data.  Traditional client managers will move over to electronics – move away from the people element  Insurance is moving towards an online/digital platform as a main way of communicating with it’s customers.  There will be a need for multiple products and multiple skilled agents    Structure of jobs going to change because of artificial intelligence  Current and future capabilities of jobs going to change in the next 5 years – employment contracts from permanent to flexi ones.  For jobs of the future what types of skills and competencies will be needed? | |
| Innovation | If not innovative the business model will fail  The way in which companies offers services to customers compared to other companies, e.g. first in line with a new business model | |

It is apparent from the above table that the change drivers which are shared by some of the employer/stakeholder companies are: Legislation; Continuous Professional Development and Class of Business; Continuous Professional Development and product specific training; Technology and Innovation.

The Financial Services Conduct Authority plays a critical role with regard to the regulatory compliance and the environment as well as the Financial Advisory Intermediary Services Act in relation to Fit & Proper for intermediaries.

Continuous Professional Development impacts on class of business and product specific training. What is of relevance is the date of first appointment and how long insurance agents can sell products under supervision. Technology has multiple impacts, viz: the option of applying for premiums online; the reduction of the human element component; makes provision for the selling of multiple products by agents who are multi-skilled. It is also highlighted that the structure of jobs are going to change because of artificial intelligence. Innovation has also been identified as a critical change driver.

# 5 Common new and emerging occupations across the 11 employers who participated in the Skills Needs Survey

Table 8 below highlights common new & emerging which are shared by a select number of employer companies who participated in the skills needs survey.

Table Common new & emerging occupations across the 11 employers who participated in the skills needs survey

|  |  |
| --- | --- |
| New Emerging Occupation | Count |
| Data Reporting Analyst  Data Scientist  Business data analyst | 4 |
| Marine Robotics  Robotics (Mobile applications) | 2 |
| UX Usability Analyst | 2 |

It seems that a very limited number of new and emerging occupations are shared by the participating employers. What this suggests by implication is that many employers have their own unique new and emerging occupations which one could be speculate is linked to standard industrial classification code which they occupy or the type of insurance products that they sell, or the type of insurance business that they are in.

# 6 Common new and emerging top-up skills across the 11 employers who participated in the skills needs survey

The table below focuses on the common shared new and emerging top-up skills shared among a select number of employers who participated in the skills needs survey.

Table Common new and emerging top-up skills across the participating employers

|  |  |
| --- | --- |
| New & Emerging Top-Up Skills | Count of Listings/References to |
| Ability to relate technological changes to Robotics – take out human component of underwriting  Robotics (Marine)  Robotics (being researched at the moment) | 3 |
| Data Scientist  Be ab;e to use Big Data  Programming  Modelling | 2 |

What is strikingly significant about this table is that only a limited number of top-up skills are shared by the participating employers in the skills needs survey. This suggests by implication that these companies all have their own unique set of top-up skills.

# 7 Skills Priority Actions, Reasons & Count of Listings/References made to

Table 10 Skills Priority Actions, Reasons & Count

|  |  |  |
| --- | --- | --- |
| Skills Priority Actions | Reasons | Count Listings/References to |
| Legislation  FAIS RE  Fund RE5  RE1  RE5  Regulatory Framework | -  Skilled Telesales requires FAIS RE | Count: RE5 (2)  Count RE (1)  Count RE 1 (1)  Legislation/Regulatory Framework (2) |
| Leadership Skills |  | 5 |
| Basic Writing/Business Writing Skills |  | 2 |
| Managerial |  | 2 |
| Data Scientists (Programming, Analytics, Big Data) | Ability to determine premiums when cuistomers move between companies | 2 |
| Underwriting  Carry-out underwriting remotely | Prospective holder of occupation as an underwriter who has both engineering and insurance skills  Prospective holder of occupation as an underwriter who both personal & commercial lines experience | 3 |

What is evident from this table is that there are a limited number of shared priority actions. In many cases the respondents were not able to give reasons for the skills priority actions. It is apparent that the skills priority actions between employers who participated in this survey is unique.

Therefore one can only obtain the full picture of the skills priority actions by reading through each research protocol individually.