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

Name of Company	Sic Code Classification
1. MiWay	Short-Term Insurance
2. Agility	Health-Care Benefits Administration
3. AIG	Risk Management
4. Avbob	Funeral Insurance
5. Indwe Risk Services	Activities Auxiliary to Financial Intermediation
6. Assupol	Life Insurance
7. Hollard	Life Insurance
8. Discovery	Health-Care Benefits Administration
9. Aon	Risk Management
10. Munich Reinsurance	Reinsurance
11. 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 2 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 3 Reasons for hard-to-fill vacancies for common occupations identified above

Occupations	Reasons for Hard-to-Fill Vacancies
Actuary	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 5 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 6 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
<p><u>Technology</u> 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</p>	<p><u>Technology</u> Digitalization & Data Analytics The nature of jobs going to change because of artificial intelligence Digitalization may lead to an increase or decrease of costs</p>	<p><u>Technology</u> Digitalization Artificial Intelligence <u>Retail</u> <u>Distribution</u> <u>Review</u> Move away from choosing the binder who charges Highest binder fee <u>Continuous Professional Development</u> has a positive impact for training our employees</p>	<p><u>Legislation</u> Restructured our regulatory compliance because of directives from the Financial Sector Conduct Authority (FSCA) <u>Technology</u> Need to be innovative otherwise our business will fail. Striving for the best business strategic model</p>	<p><u>Technology & Digitalization</u> 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</p>	<p><u>Technology</u> Provide real time services to clients Artificial intelligence <u>Innovation</u> Customer opens a bank account – this same customer might be contacted by other companies offering other products Legislation <u>Compliance to Fit & Proper Regulations</u></p>	<p><u>CPD & Product specific training</u> 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</p>	<p><u>Technology</u> Technology impacts on the calculation of premiums. To accommodate this, basic financial management course is undertaken by district and area managers at AVBOB. <u>Legislation</u> Changing legislation affects targets set with resultant revising of contracts Pieces of legislation considered to</p>	<p><u>Technology</u> Driverless cars Robotics Human interaction has been reduced because potential customers apply online using an APP. <u>Regulation –</u> Class of Business Continuous Professional Development Accreditation of Resources MiWay is busy aligning this to one central point</p>	<p><u>Culture Change</u> 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.</p>	<p><u>Legislation</u> FCSA drives skills development in terms of training that gets done in terms of the regulatory environment <u>Change in Products</u> Our staff and brokers need to have product knowledge of new products so that they can sell these products. <u>Change in Systems & Processes</u> Virgin products – all new processes Claims – outsourcing versus insourcing – used to be outsourced to Kuala Lumpur now claims are done inhouse.</p>

				<p>medical aid provider</p> <p>Mobile wallets and mobile money</p> <p>Airtime on SMART phone</p> <p>Self-driving motor vehicles – no need for insurance?</p> <p>Example: Uber owns fleet of cars changes mode of insurance from personal lines to liability insurance</p> <p><u>Customer Service Levels</u></p> <p>Customer more informed and current legislation protects the customer</p> <p>Need to deal with the mass market.</p> <p>Capitec have introduced mass market malls instead</p>		cannot appoint staff	<p>be change drivers: FAIS Act, Basic conditions of employment act and National Minimum Wage Act.</p> <p>Because of Fit & Proper requirements Avbob can bring fewer representatives into the company</p>			
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				of the traditional banks. <u>Changing Work Force</u> Milliniums hold multiple jobs in one day						
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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 7 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	Apply online for premiums using APP reduces human component

<p>Data Analysis Digital Disruption</p> <p>Artificial Intelligence</p>	<p>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 its customers. There will be a need for multiple products and multiple skilled agents</p> <p>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?</p>
<p>Innovation</p>	<p>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</p>

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 8 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 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 9 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	2

Be able to use Big Data Programming Modelling	
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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 customers 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.