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CONSULTING

Pal·la·di·an [puh-ley-dee-uh n] adjective
pertaining to wisdom, knowledge, or study.

DISCRETIONARY GRANT RESEARCH PROJECT: OFO ANALYSIS IN THE LEGISLATIVE SECTOR

23 December 2016



SUBMITTED TO:



Public Service Sector Education & Training Authority

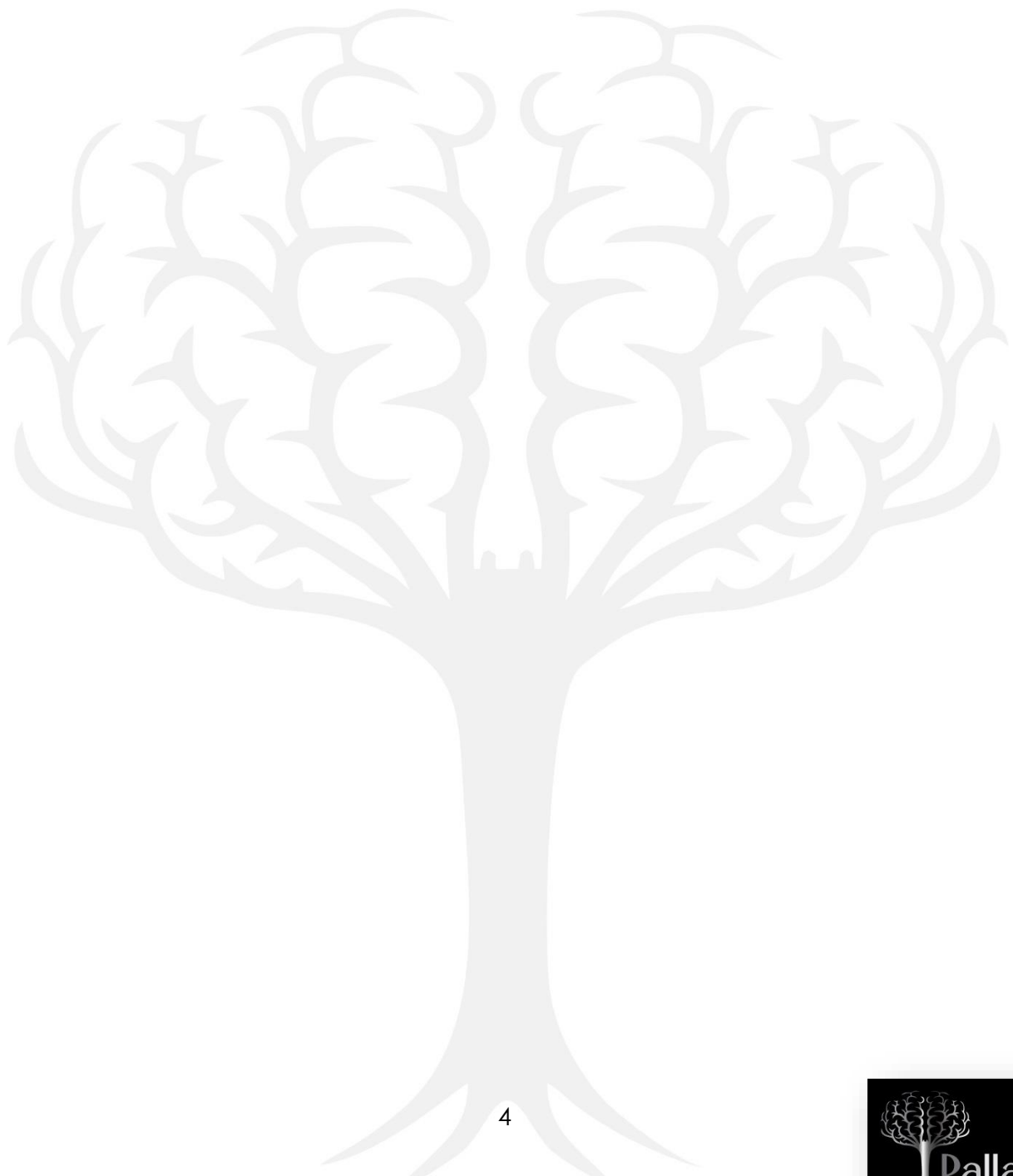
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Introduction

Skills deficits in South Africa and the challenges associated with them have been well documented in recent years. Since the promulgation of the Skills Development Act (1998), the Skills Development Levies Act (no 9 of 1999) and the establishment of the Sector Education and Training Authorities (SETAs) in 2000, extensive efforts into research to understand the dynamics of the supply and demand for skills has been undertaken.

While there are many successes that have come about through the new dispensation, the success is often thought to be hampered due to poor quality information available for planning purposes. In the August 2013 Government Gazette, the Ministerial Task Team report on the functioning of the SETAs was published for comment. One of the key challenges highlighted in the report is:

“The data used for skills planning are often inconsistent and in some cases not valid” (Ministerial Task Team 2013 pp 11).

“There continues to be inadequate information available on demand and what this means for supply” (Ministerial Task Team 2013 pp 25).

As part of any macro level skills planning initiative, it is important that there is a common language that is used to refer to jobs / occupations. In South Africa this is accomplished by using the OFO (DHET 2013). In order for the OFO to be as useful as it can be, there should be a mechanism whereby organisations engage with the OFO and feedback is given to their relevant authorities (PSETA in this case).

The current approach to organisational skills planning

Singizi Consulting (2014) presented a commentary on the demand side considerations of skills planning at the LMIP Policy Roundtable. A key point of focus was that stakeholders (at meso and micro level) do not engage sufficiently with demand-side forecasting/planning. The focus tends to be on narrowly defined "skills shortages" rather than strategically derived needs to drive growth and development.

The nature of skills planning and the information required to plan effectively was raised at various points during the second public service sector colloquium hosted by the PSETA in March of 2015. Key points made during the colloquium in this regard include:

- The public sector needs to be the catalyst for development and thus requires capacity (Minister Blade Nzimande, *Roles of SETAs in “Linking Education and the Workplace” with special focus on PSETA’s role in Opening up the Public Service Sector as a training space*)
- There is a poor understanding of skills planning in the public sector as well as the labour market as a whole (S Huluman, *Reflecting on the Previous Colloquium and Progress Update*)

- There is a need to capacitate SDF and HRD facilitators and increase strategic role within organisations (S Huluman, *Reflecting on the Previous Colloquium and Progress Update*)
- There is a need for more reliable labour market data especially public sector data (Minister Blade Nzimande, *Response in Q&A Session 1*)
- Workplace Skills Plan (WSP) and personal skills development plans (PDPs) reflect individual skills development needs that may not reflect the skills requirements that drive strategic priorities of an organisation (Ms S Meny-Gibert, *Reflections on current methodologies of identifying scarce and critical skills for the public service: Presentation of the PSETA's innovative methodology*)

There is a growing understanding that a more coordinated strategic approach to skills planning and more specific and reliable information is required. Singizi Consulting (2014) mentioned that better demand side skills planning will allow for:

- Better decision making
- Assistance in making better more explicit and transparent assumptions on the future
- Assistance in enforcing systematic and logical thinking
- Act as a focus for intelligent, critical debate

In addition, it is felt that better skills planning will allow for a more effective use of the training budget. If training interventions are targeted at areas where it is most needed, this in turn should affect operational effectiveness, thus improving service delivery.

Skills Planning in the Legislatures

The skills planning environment in the Legislatures reflects the broader environment with an added constraint of the OFO. As mentioned previously, the OFO plays a critical role in skills planning as it removes the specificity of an organisational job structure which allows for cross-cutting issues in the sector to be identified.

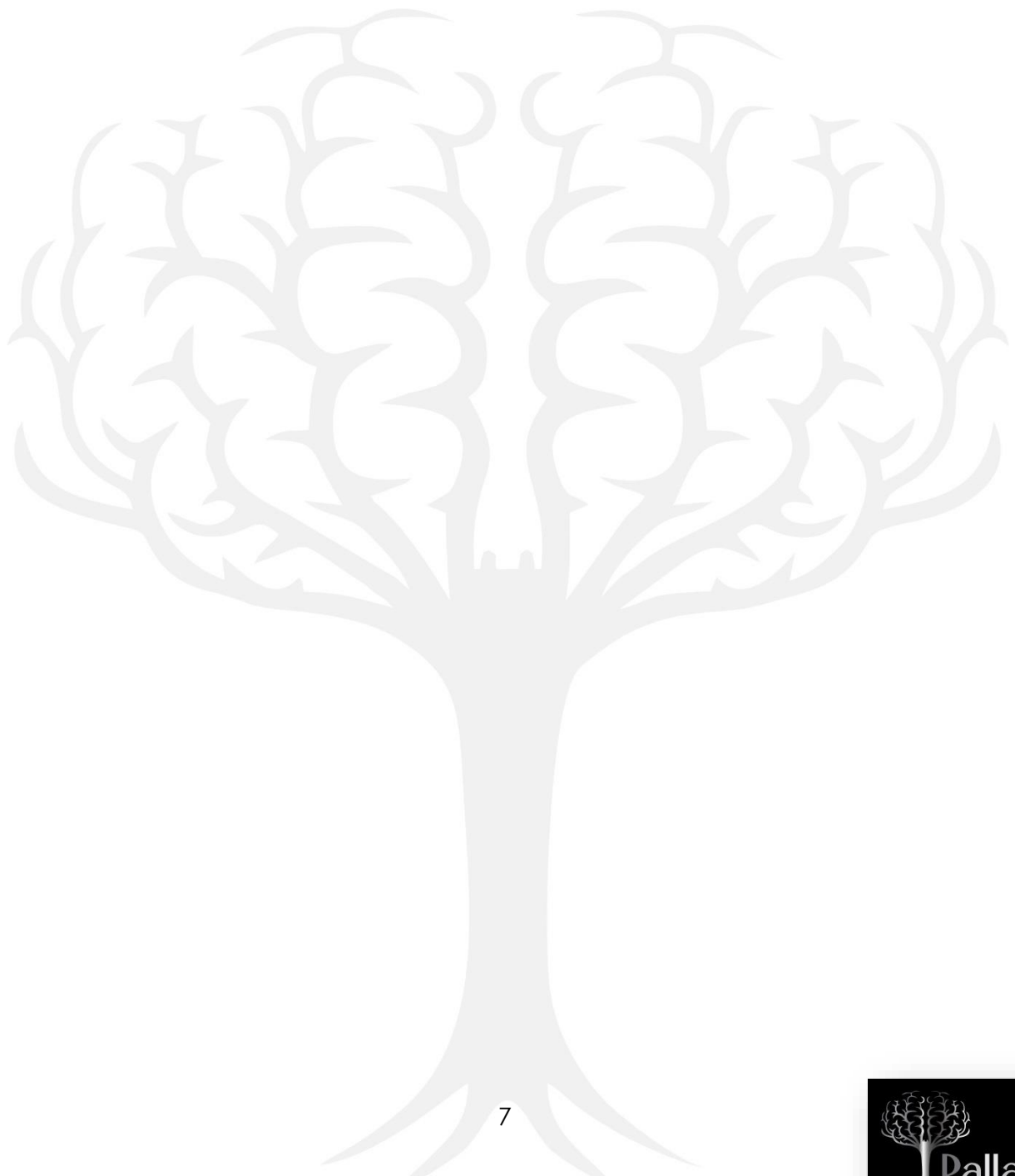
A concern has been raised that the structure of the OFO does not match the occupational make-up of the Legislatures. Therefore, if the jobs in the sector cannot be accurately reflected on the OFO, reporting to the SETA and subsequently skills planning becomes very difficult.

Objectives of this report

This report is the first output of a skills audit process cutting across the provincial and national legislatures. It seeks to identify how well the current OFO matches the specifics of the jobs within the Legislative sector. The methodology of the skills audit process is unpacked the results of the current project. The goal is two-fold:

1. Key jobs within the legislature are mapped to the OFO. Evidence from employees' ratings of how important tasks are, are used to determine how well the job matches the OFO Occupation

2. Specifics of the job as per the job profiles are also included. These are also rated by employees as to their importance to the job. This provides insight for the purposes of ETQA which will allow for more relevant programmes through a more detailed understanding of job requirements.



Approach and Methodology

The approach to assess the relevance of the OFO to the Legislative sector is built into the ongoing Skills Audit being conducted by Palladian Consulting. There are three phases to the project which are unpacked below.

Phase 1: Desktop OFO profiling.

Participating legislatures were asked to provide their employees lists and job profiles. If they had already completed an OFO process, then they were asked to submit it as well. Since the OFO is constructed based on grouping jobs into occupations based on the similarity of their activities, the activities in the job profiles could be compared with the tasks in the OFO to match as best as possible.

Certain job titles could conceivably fit into multiple OFO categories. Since the researchers didn't have the context to ascertain which OFO would be the best fit, jobs were sometimes allowed to be classified into different OFOs in different legislatures so that the best match could be determined by the skills audit.

Phase 2: Skills Audit fieldwork.

This is where the workflow described in the section below was implemented. An assessment framework was created by combining the tasks in the OFO for the occupation that was linked in phase 1 and the Key Performance Activities in the respective job profiles.

The technical assessment component of the skills audit included a question that asked: "How important is this task to your function?" The average rating across the sector was used to determine what the priorities within the occupation actually are. This forms the basis of the 2 objective of the report which is to determine:

- How relevant the OFO tasks are to the job and by implication how well the job fits within the specified occupation.
- What other activities are being conducted as part of the job to assist ETQA in defining learning outcomes for new sector specific qualifications.

Phase 3: Reporting.

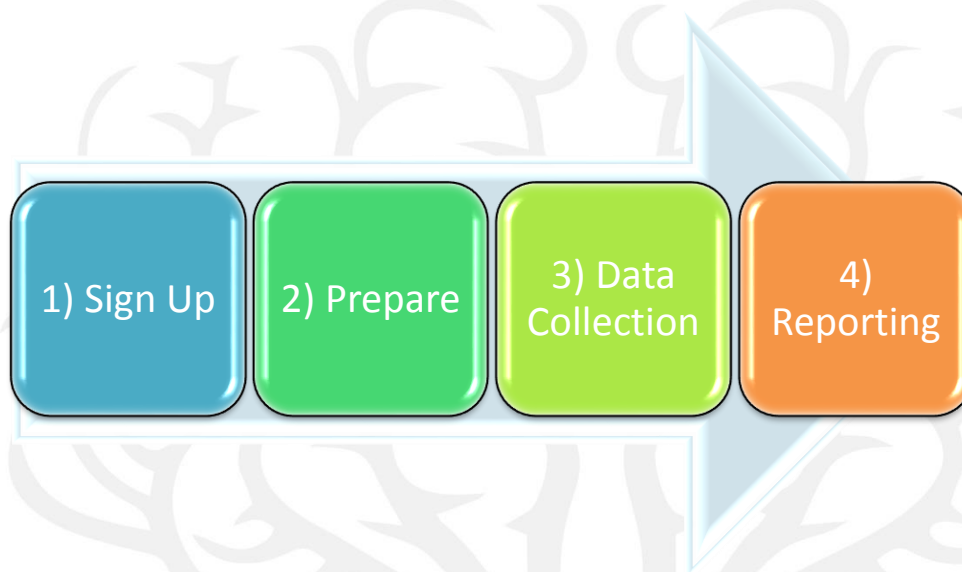
Once all data was collected the reports were prepared and submitted. This report is the first in a series of reports outlining the relevance of the OFO as well as the skills needs in participating legislatures and the sector.

Skills Audit Methodology

The Lucent Sea Skills Spotlight (Lucent Sea n.d.) skills audit tool was used to conduct the training needs assessment. The methodology underpinning the tool is based on a competence-based self-assessment with validation. This is a methodology where each employee self-assesses against a job analysis or framework that is subsequently validated by a supervisor or line manager.

There is a straight forward workflow to conducting the Skills Audit / Training Needs Analysis. There are 4 phases as shown in figure 1. Each legislature moved through the workflow at different rates based on their individual contexts.

Figure 1 Four phase work flow per skills audit



The phases are described briefly below with the individual activities detailed in Table 1.

Step 1: Sign up for skills audit. The goal of phase 1 is to communicate the process to the legislatures and gain their buy in. This was envisaged to be a very short first step but proved to be more problematic. The constraints to implementation is discussed in the next section.

Step 2: Prepare skills Audit. This phase encapsulates the preparation that needs to be done by both Palladian Consulting and the Legislatures. This includes collecting the required information, preparing the assessment framework (Desktop Profiling from Phase 1) and preparing the online platform for the skills audit.

Step 3: Data Collection. Once the skills audit is launched, the focus moves to supporting the employees to complete their questionnaires and making sure there is a suitable level of compliance.

Phase 4: Reporting. The final phase is where the data is analysed and reported according the project objectives.

Table 1 Main activities of skills audit per phase

Phase	Activity
Phase 1: Sign up for skills audit	Contact legislatures
	Explain Process
	Assign Process Owner
	Conduct training session (online or in person if possible)
Phase 2: Prepare skills Audit	Legislature to send Employee List
	Legislature to send Job Profiles
	Map jobs to occupational framework (OFO)
	Palladian to generate assessment framework
	Decide on skills audit roll out plan
	Palladian to provide support documents
	Legislature to communicate with employees and relevant stakeholders
	Set up and launch skills audit.
Phase 3: Data Collection	Support questionnaire completion if required
	Monitor progress and issue reminders where necessary
Phase 4: Reporting	Draw data and analyse
	Develop Provincial Report
	Develop Overall Report
	Develop OFO report

Assessment Framework:

As mentioned previously, the approach adopted by the research team is to utilise Organising Framework of Occupations (OFO), combined with the Legislature’s own job profiles as the assessment framework for the current skills audit. The OFO is a classification system based on the ILO’s International Standard Classification of Occupations (ISCO) and is managed by the Department of Higher Education and Training (DHET). The purpose of the OFO is to create a common language for when organisations are talking about occupations (DHET 2013)¹. The framework was constructed from the bottom up by:

- *“analysing jobs and identifying similarities in terms of a tasks and skills;*
- *categorising similar jobs into occupations; and*

¹ NOTE: Stats SA uses the South African Standard Classification of Occupations (SASCO) which was used in South Africa for planning prior to the implementation of the OFO

- *classifying these occupations into occupational groups at increasing levels of generality.*" (DHET 2013)

The OFO is a comprehensive framework and covers 1,448 occupations with a combined 4,306 tasks. Therefore, if one was to use the proficiency on the tasks and activities as a proxy for competence, one could use the OFO as a macro level assessment framework for a traditional skills audit methodology. Therefore, the process involved mapping the individual employees to the OFO, from which an individualised questionnaire would be generated by the system by listing the tasks associated with the provided occupation.

These tasks were then combined with the KPAs from the job profile. The duplicate tasks were removed which left a comprehensive set of job outcomes which formed the basis for assessment on technical skills.

Data Collection Methodology and Mechanism:

With a common framework for assessment, the researchers were able to use a variation on a traditional skills audit data collection method. In deciding on this approach a balance was sought between the amount and complexity in the data being collected (which increases the robustness of the data) and the burden on organisations and employees to participate. The Competence-based self-assessment with validation was selected as it provides the best balance in this regard. In other words, the data collection will be a two-step process in which the employee self-assesses on how well they believe they conduct the tasks associated with their job which is in turn validated by their supervisor or line manager. The balance is found in that less data would compromise the findings because self-report data alone would not provide adequate depth and any further data collection would likely have a negative effect on response rates.

The data collection process involved each participating organisation to load a list of employees onto the platform. The system then generated emails or SMSs and sends a link to a unique questionnaire for each employee who would log on and complete the self-assessment. Once the employee has completed the questionnaire, a second link was sent to the employee's line manager who validated the assessment.

Questionnaire

The questionnaire assessed the following elements of the organisation's employees. Each section is then unpacked in more detail.

1. Profile information
2. Technical Skills Assessment
3. Generic / Non-Technical Skills Assessment

4. Other training Needs Assessment

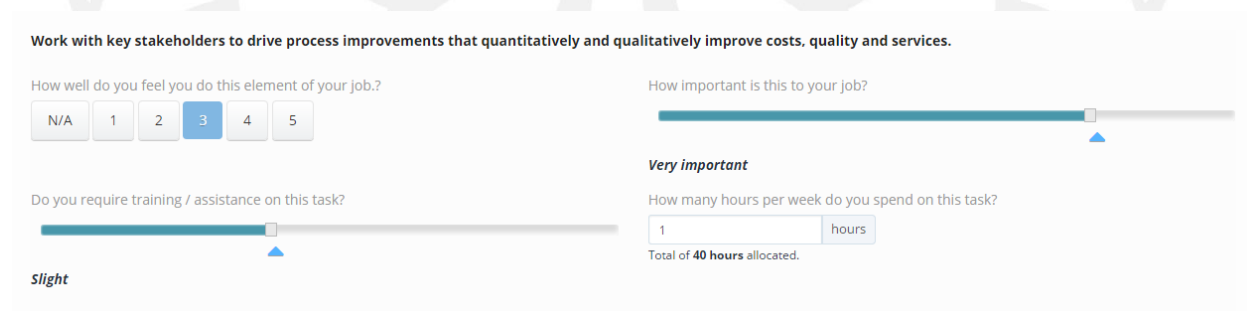
Profile

Profile information was collected on each employee. This included demographics for tracking transformation interventions, education, experience and occupation related information. This is important as it extends beyond simple demographic tracking. It will help in the profiling process to distinguish between entry level posts and more senior posts that need to be accessed via a career path. This is important in skills planning as supply is often considered simply in terms of qualifications versus occupations.

Technical Skills Assessment

Technical Skills are defined in this context as the skills required to conduct the technical elements of an employee's daily tasks. The assessment framework has been discussed in detail and it is in this section of the questionnaire that it is used. Each task or KPA is presented with an option to rate how well the employee conducts the task with an additional 3 follow-up questions.

Figure 2 Sample Technical Skills Assessment Question



Work with key stakeholders to drive process improvements that quantitatively and qualitatively improve costs, quality and services.

How well do you feel you do this element of your job.?

N/A 1 2 3 4 5

How important is this to your job?

Very important

Do you require training / assistance on this task?

Slight

How many hours per week do you spend on this task?

1 hours

Total of 40 hours allocated.

The first and most important is the employee's reported proficiency on the task. Competencies and/or skills were inferred from their ability to perform a particular function. In other words, a low proficiency indicates a skills gap whereas high proficiency will indicate no skills gap. Employees were asked on to rate on a scale of 1-5 (if the task was conducted as part of their job) where 1 is not at all proficient and 5 is very proficient (see box for key to proficiency ratings), how well they doing their current job. If the task was not part of their job function they marked the question as "N/A".

Key - Proficiency

N/A - Not Applicable.

1 - Skills or Knowledge are not yet adequate to perform tasks in order to achieve performance.

2 - Skills or Knowledge are limited and need some development in order to improve performance.

3 - Skills or Knowledge are at an appropriate level in order to achieve performance.

4 - Skills or Knowledge are above the level required to achieve performance.

5 - Skills and Knowledge are excellent, incumbent can be utilised as a mentor in developing others at this level.

Having said this proficiency alone is not enough to determine where interventions should be targeted. Therefore, if an employee entered a proficiency score other than “N/A”, he / she was asked 3 follow up questions namely:

1. How important is this task to your job?
2. How much time do you spend on it?
3. Do you require training on this specific task?

The importance on the task is of particular interest to the current analysis as it allows the researchers to determine which of the OFO tasks are relevant to the job and by implication how well it maps to the OFO.

Generic / Non-Technical Skills

Similar to the assessment of technical skills, the generic skills are assessed by presenting employees with a list of soft skills. Each importance of each skill for the employees’ current job is included along with their need for training.

Figure 3 Example of a question from the Generic Skills section of the Skills Audit Questionnaire

Communication

Having good communication skills in the workplace is all about being able to convey information to people clearly and simply.

1 2 **3** 4

How important is this to your job?

Moderately important

Do you require training / assistance on this skill? Move the slider to indicate how severe the need is.

Medium

There are 12 standard soft skills that are assessed as part of the skills audit.

Soft Skills

1. Accountability	7. Networking
2. Communication	8. Problem Solving & Critical Thinking
3. Computer Literacy	9. Professionalism
4. Enthusiasm & Attitude	10. Service and Customer Orientation
5. Initiative	11. Strategic Capability
6. Leadership	12. Teamwork / Collaboration

All employees, regardless of their occupation were required to provide input on all 12 soft skills

Training Activity and Needs

The final section of the questionnaire had three parts. Firstly, respondents were asked to report on what training programmes they had participated in in the last 12 months. Secondly they were asked what type of training they believe they needed to achieve their goals in the next 5 to 10 years. Finally, they were asked 5 questions on how they felt their employer supported their individual training and development needs. The final set of questions were excluded from the supervisor review (for confidentiality reasons) and is only reported in aggregated form.

The generic skills and training needs sections will not be reported on in this document but will be used extensively in the Training Needs Assessment (TNA) report.

Response Rate

Each of the nine provincial legislatures were targeted along with the national legislature. The intention was to gain a sufficient sample size so that there were a number of data points inputting into each occupation. However, there were challenges that were experienced at different points in the process.

- Three provinces did not participate at all. These were Limpopo, Free State and KwaZulu Natal. While KZN agreed to participate very late in the process, there was insufficient time remaining in order to conduct the audit.
- Two organisations (Gauteng and National Parliament) did all the preparation but were unable to launch due to internal constraints. In the case of Gauteng, there were key personal changes which prevented the implementation of the skills audit whereas in Parliament there was an ongoing labour dispute that did not allow for the skills audit process to progress. Even though no data was collected, the structure of the organisations were still analysed and made up a significant component of the Phase 1, desktop mapping exercise.
- The remaining 5 legislatures all entered the data collection phase and conducted the fieldwork to varying degrees of success.

Table 2 shows the progression of the legislatures at the time of writing this report. Additional fieldwork will still be conducted prior to drafting the TNA report.

Table 2 Status per legislature by activity

Phase	Activity	Plmt	LP	GT	NW	MP	FS	KZN	EC	NC	WC
Phase 1: Sign up for skills audit	Contact legislatures										
	Explain Process										
	Assign Process Owner										
	Conduct training session										
Phase 2: Prepare skills Audit	Send Employee List										
	Send Job Profiles										
	Map to occupational framework (OFO)										
	Generate assessment framework										
	Decide on skills audit roll out plan										
	Provide support documents										
	Communicate skills audit process and objectives to employees and relevant stakeholders										

Phase	Activity	Plmt	LP	GT	NW	MP	FS	KZN	EC	NC	WC
	Set up and launch skills audit.										
Phase 3: Data Collection	Support questionnaire completion if required										
	Monitor progress and issue reminders where necessary										
Phase 4: Reporting	Draw data and analyse										
	Develop Provincial Report										
	Develop Overall Report										
	Develop OFO report										

The number of overall responses are lower than what would be ideal. However, sufficient data has been collected in order to draw conclusions.

Table 3 Questionnaire completion by Legislature

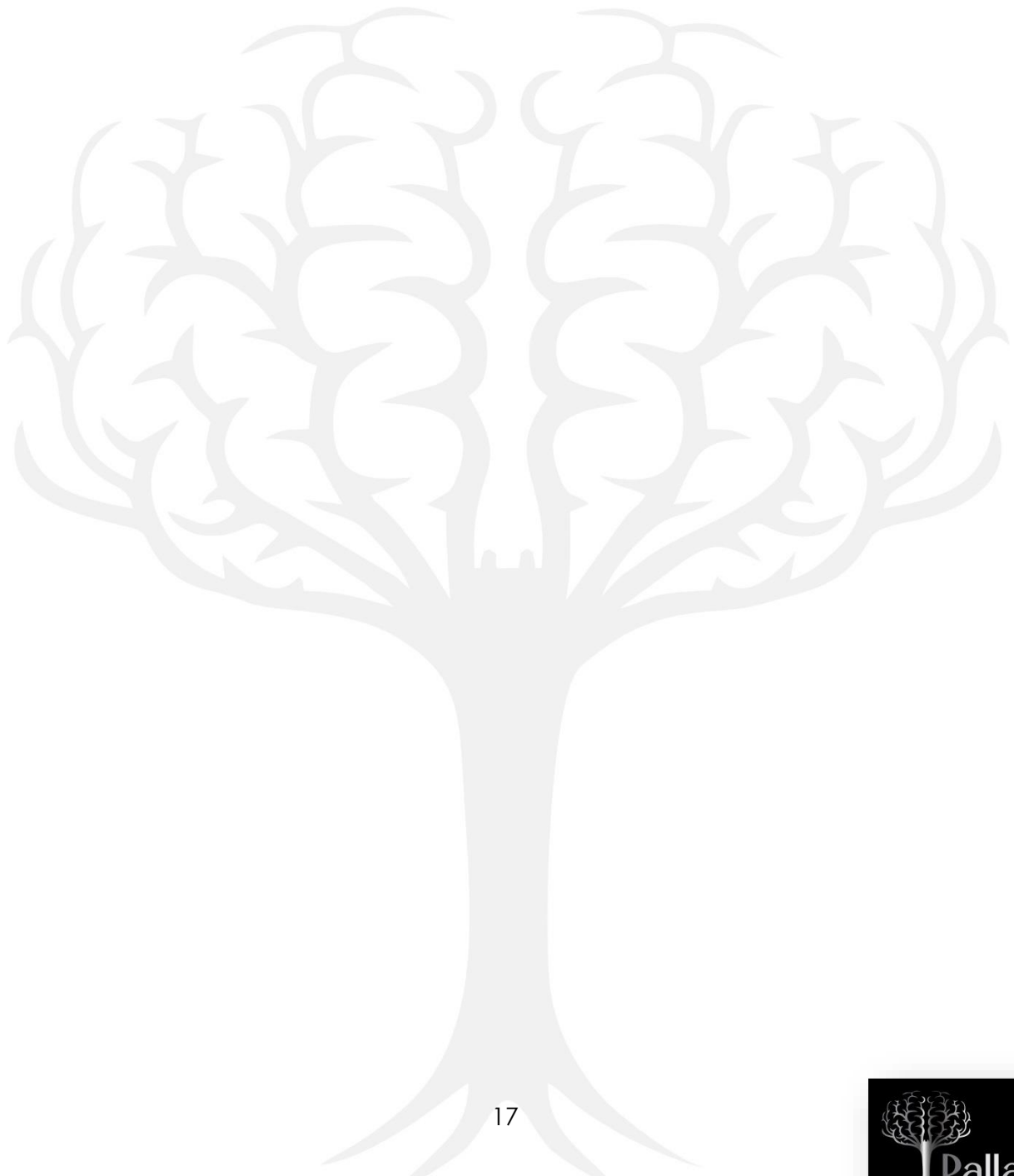
Legislature	Employee Started	Employee Completed	Review Started	Completed	Not started	Does not consent	Grand Total
Eastern Cape	66	18	8	7	157	1	224
Mpumalanga	157	144	117	107	24	2	183
North West	47	31	12	9	107		154
Northern Cape Legislature	48	28	4	3	66		114
Western Cape Legislature	93	83	69	65	18		111
Grand Total	411	304	210	191	372	3	786

- Mpumalanga had the highest response rate with 86% of employees either completing or were in the process of completing their questionnaire. In addition 58% of managers had completed the review.
- Western Cape did similarly well in pushing for completion in the time allowed. 84% of employees started the process, 75% completed with 59% of supervisors completing the review.
- Northern Cape's rate of completion was slower than the previous two. They were the first legislature to launch but completion rate remains low. Currently 42% of employees are in the process of completing their questionnaire with only 3% of supervisors conducting the review.
- North West launched on November 1st. Therefore there has not been a lot of time to collect data but response has been positive. The proportion of employees that started and

completed their question were 31% and 20% respectively. Only 6% of employees have a supervisor reviewed questionnaire however.

- Eastern Cape was the latest organisation to launch. There were significant IT related challenges where the mail server was blocking the email invitations. This was addressed by the legislature's technical team. As a result, the response rate is lower than is ideal but is high given the circumstances. A total of 29% employees started the questionnaire with only 8% completing it. Only 3% of employees' questionnaire were reviewed.

Each occupation has a very low number of responses from which the conclusions are drawn. This is not ideal. If additional data is collected in the final period of the contract, the report will be updated accordingly.



Findings

This section of the report is divided into three sections. The first is an overall occupational summary where the key occupations that cut across the sector are discussed. The second section shows the mapping of the jobs in the legislatures to the OFO based on the results from the skills audit. The third section shows the sector specific occupations that were unable to be matched to the OFO.

Section 1: Occupational Structure

For this section, the structure of all employees in the legislatures that submitted information are examined (as opposed to those that collected skills audit data). There is a total of 2506 employees in the 7 organisations who provided data². As is shown in Table 3, there is a high proportion of highly skilled occupations. Professionals and Clerical Support Workers are the two biggest occupational groups making up 31% and 24% respectively. This is followed by Technicians and managers who make up 19% and 12% respectively. The balance of the employees are made up of Service and Sales Workers (8%) who are predominantly security officers and Elementary Occupations (4%).

Table 4 OFO Major Group - All employees

OFO Major Group	Number of Employees	% Employees
MANAGERS	307	12%
PROFESSIONALS	772	31%
TECHNICIANS AND ASSOCIATE PROFESSIONALS	481	19%
CLERICAL SUPPORT WORKERS	603	24%
SERVICE AND SALES WORKERS	204	8%
SKILLED CRAFT AND RELATED TRADES WORKERS	10	0%
PLANT AND MACHINE OPERATORS AND ASSEMBLERS	29	1%
ELEMENTARY OCCUPATIONS	100	4%
Grand Total	2506	100%

The structure within the individual legislatures is similar with some variation. Mpumalanga, Eastern Cape and Western Cape have higher proportion of Managers with Parliament having fewer managers. Western Cape and Eastern Cape have a lower proportion of professionals with the balance of legislatures having a very similar proportion. Western Cape has a higher proportion of Clerical Support Workers while Parliament has a much higher proportion of Service and Sales Workers.

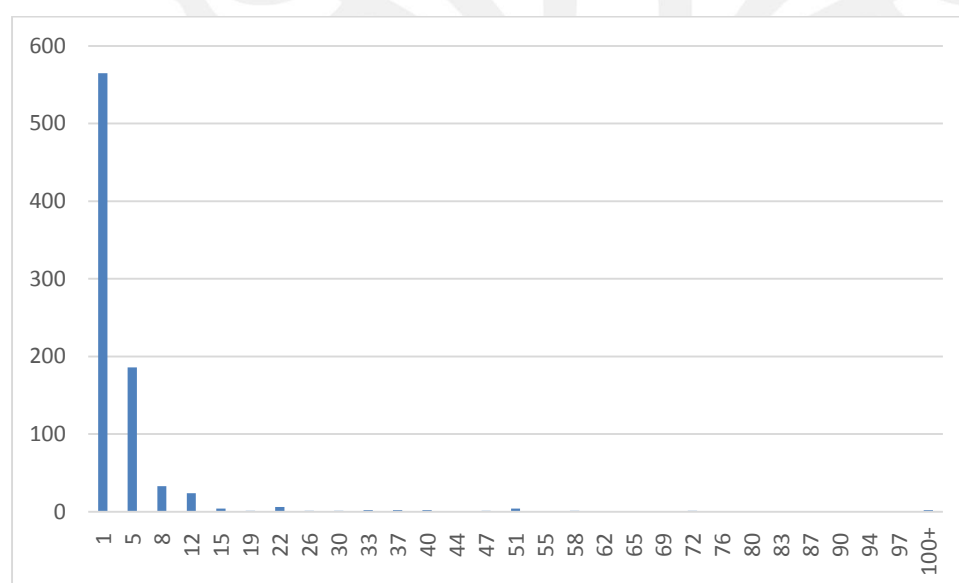
² National Parliament, Gauteng (no fieldwork), Western Cape, Northern Cape, Mpumalanga, North West and Eastern Cape (with fieldwork).

Table 5 OFO Major Group by Legislature

OFO Major Group	EC	GT	MP	NC	NW	Parl	WC	Grand Total
MANAGERS	24%	7%	29%	13%	18%	8%	20%	12%
PROFESSIONALS	28%	30%	18%	34%	35%	33%	19%	31%
TECHNICIANS AND ASSOCIATE PROFESSIONALS	17%	20%	25%	15%	33%	17%	22%	19%
CLERICAL SUPPORT WORKERS	18%	28%	26%	27%	11%	24%	38%	24%
SERVICE AND SALES WORKERS	2%	4%	1%	7%	0%	13%	0%	8%
SKILLED CRAFT AND RELATED TRADES WORKERS	0%	1%	0%	0%	0%	1%	0%	0%
PLANT AND MACHINE OPERATORS AND ASSEMBLERS	3%	2%	2%	2%	3%	0%	0%	1%
ELEMENTARY OCCUPATIONS	7%	8%	0%	2%	1%	4%	0%	4%
Grand Total	223	390	168	114	160	1352	99	2506

If the occupational structure of the 2506 employees is examined by job title, **the importance of using the OFO for planning purposes becomes very clear**. There are 836 different job titles represented in the 2506 posts. Figure 4 shows the histogram which reveals that 565 Job Titles have a count of only 1. In other words, there are 565 job titles where there is only 1 employee in the sector with that exact job title. There are 186 job titles with between 2 and 5 employees. The remaining employees in the sector account for only 3.4% of employment. Therefore, it is very clear that a common language is required so that planning can take place at a sectoral level. While the OFO may not be perfect, it represents the best option for skills planning. The goal of this project is to clarify the use of the OFO for the legislative sector and identify areas where additional clarification is required.

Figure 4 Histogram of Job Title Frequency

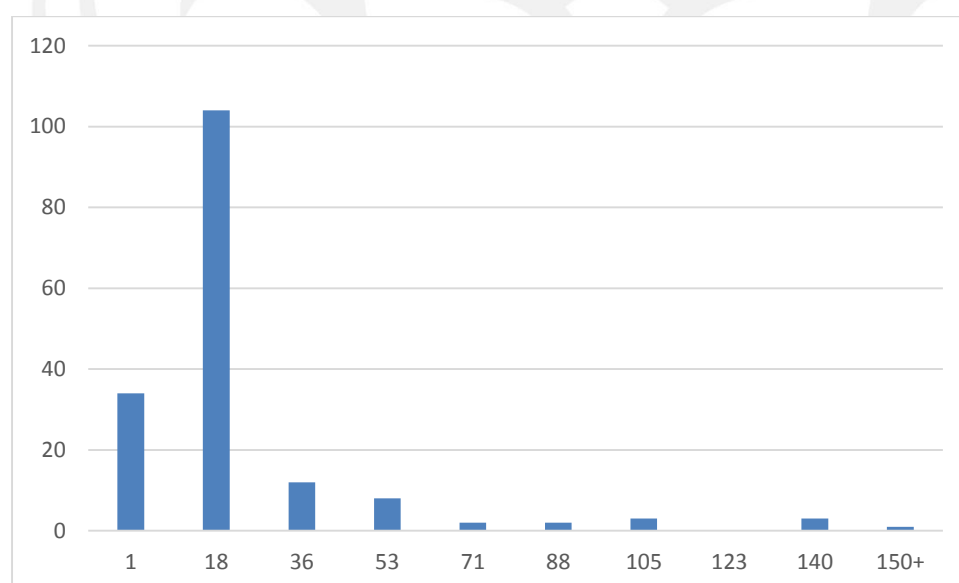


Each legislature conducted their own OFO mapping (to allow for submissions to PSETA) and provided this information to the researchers. The researchers then checked and evaluated the mapping. Obvious errors were corrected. For example, if an administrative secretary was classified as a Company Secretary (OFO 2015-242203), it was corrected to something more appropriate such as 2015-412101 Secretary (General).

However, there were examples where the technical knowledge of the sector on behalf of the researchers did not warrant over-ruling the mapping conducted by the respective organisation. In such cases, the importance ratings from the skills audit will inform which is the more appropriate OFO Code. For example: there are 40 instances of job titles that are variations of “**Committee Coordinator**”. This job was mapped to either 2015-441903 *Program or Project Administrator* or 2015-334101 *Office Supervisor* with a single case of a Senior Committee Coordinator being mapped as a Professional Occupation 2015-242210 *Business Administrator*. As a result, all three mappings were allowed for the skills audit so that the best possible option can be recommended for wider use.

Figure 5 shows the histogram for the OFO codes based on the initial mapping exercise described above. The total number of codes is reduced from 836 to 169. There are still 35 instances of an OFO Code having a single employee. However, there are 36 Occupations with at least 15 employees which accounts for 76% of all employees.

Figure 5 Histogram of OFO Code Frequency



Key Occupations

The top occupations per major group are shown in Table 6 below. Note: this is not the final mapping. This is the unverified preliminary mapping that was used for the purposes of the skills audit.

Table 6 OFO Occupations with 15 Employees or more

Occupation	OFO Code	Number
MANAGERS	1	307
Office Manager	2015-134904	66
Senior Government Manager	2015-111207	38
Advertising and Public Relations Manager	2015-122201	19
Research and Development Manager	2015-122301	16
PROFESSIONALS	2	772
Policy Analyst	2015-242202	136
Interpreter	2015-264301	80
Communication Coordinator	2015-243201	75
Political Scientist	2015-263304	61
Librarian	2015-262201	44
Human Resource Advisor	2015-242303	41
Linguist	2015-264303	41
Translator	2015-264302	30
Event Producer	2015-243204	30
Administrative Lawyer	2015-261102	21
Accountant (General)	2015-241101	16
TECHNICIANS AND ASSOCIATE PROFESSIONALS	3	481
Personal Assistant	2015-334302	132
Office Administrator	2015-334102	105
ICT Communications Assistant	2015-351201	45
Business Support Coordinator	2015-333910	23
Supply Chain Practitioner	2015-333905	22
Purchasing Officer	2015-332302	20
Computer Network Technician	2015-351301	19
CLERICAL SUPPORT WORKERS	4	603
Secretary (General)	2015-412101	227
General Clerk	2015-411101	131
Program or Project Administrators	2015-441903	52
Accounts Clerk	2015-431101	38
Filing or Registry Clerk	2015-441501	27
Enquiry Clerk	2015-422501	24
Stock Clerk / Officer	2015-432101	16
SERVICE AND SALES WORKERS	5	204
Security Officer	2015-541401	102
Caretaker	2015-515301	39
Waiter	2015-513101	33
PLANT AND MACHINE OPERATORS AND ASSEMBLERS	7	29
Delivery Driver	2015-732101	20

Occupation	OFO Code	Number
ELEMENTARY OCCUPATIONS	8	100
Commercial Cleaner	2015-811201	91

Managers: There is a lot of variation in job titles when it comes to managers. The first factor driving this is the organisational structure. The size of the legislature for example, will determine the number of layers of management. Functionally, the managers may be doing similar core activities but are named very differently in their titles. Examples from the study include middle managers (assistant manager or deputy manager), senior managers and executive managers. When mapping to the OFO, there is usually little difference in the levels. For example, an HR Manager and a Unit Manager: Human Capital will have the same OFO code. The differentiation will instead be based on functional area. In other words, a Finance Manager will have a different OFO code to an HR Manager.

Having said that, there are cases where the level impacts on the OFO code. The core of most managerial posts will be the same in that the focus is on the management of a function / department / branch etcetera. The nature / content of what they are managing may differ but the activities reflect the same core management functions. Junior managers on the other hand will tend to be more technical and less management focussed. For example, Assistant Manager:Treasury more accurately is mapped as *2015-241107 Financial Accountant* than *2015-121101 Finance Manager*. **Therefore, it is important to determine if the core activities of a job are managerial or technical.** The former will take the managerial code which will start with a 1 and the latter will be the technical code which will usually be a professional (starting with a 2) or a technician (starting with a 3).

In addition, very senior employees will have a different focus especially in the legislatures. The focus is less on operational issues but rather on policy and liaising with governance structures. This impacts on the most appropriate OFO code to be used.

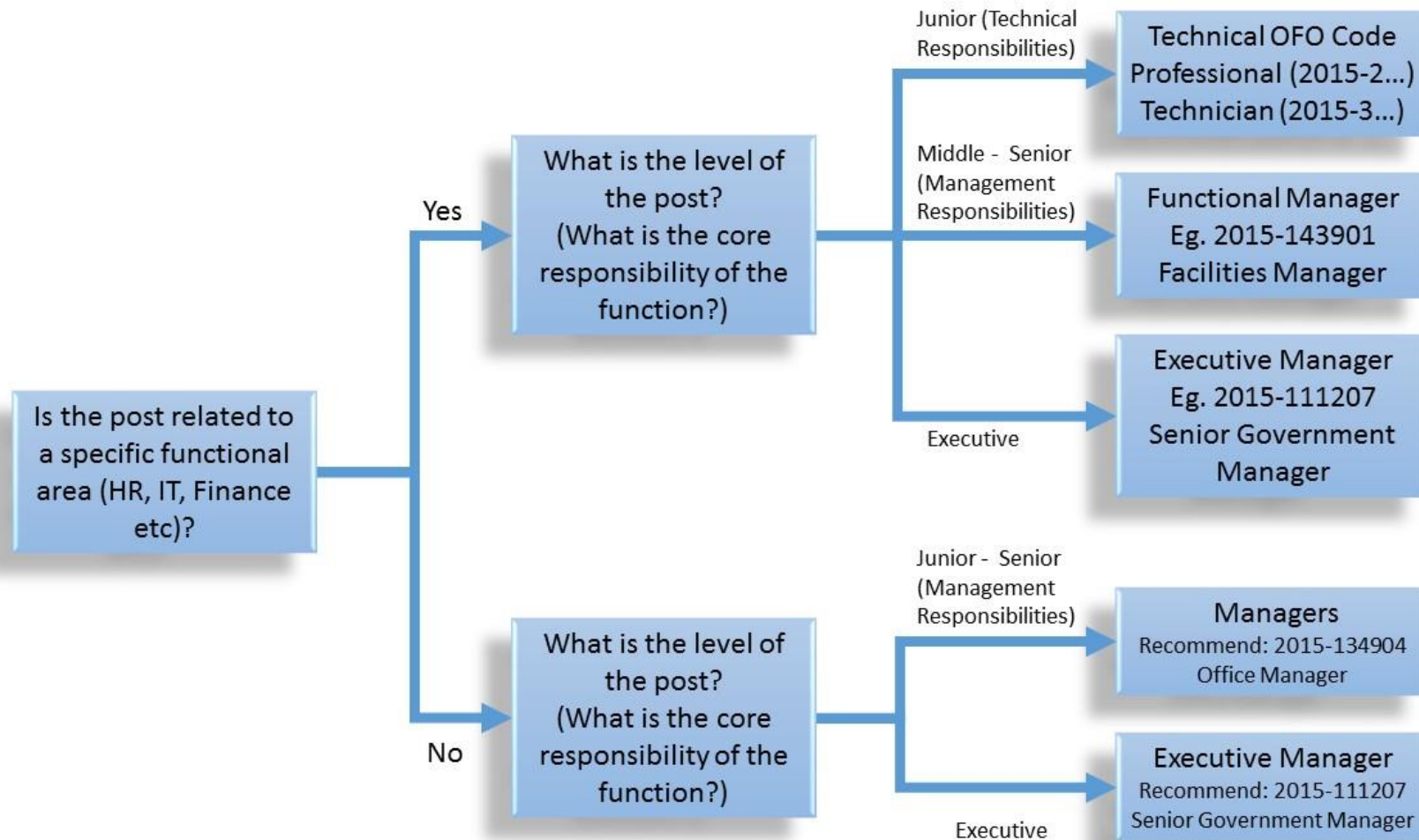
Table 7 Example of mapping managers at different levels

Assistant Manager: Treasury Focus is on technical 2015-241107 (Financial Accountant)	Finance Manager / CFO Focus is on Management 2015-121101 (Finance Manager)	Chief Treasury Officer Executive 2015-111207 (Senior Government Manager)
<ul style="list-style-type: none"> • Advising on, planning and installing budgetary, accounts controlling and other accounting policies and systems • Auditing accounts and bookkeeping records • Conducting financial investigations in such matters 	<ul style="list-style-type: none"> • Assessing the financial situation of the enterprise or organization, preparing budgets and overseeing financial operations • Consulting with the chief executive and with managers of other departments or sections 	<ul style="list-style-type: none"> • Advising national, state, regional or local governments and legislators on policy matters • Advising on the preparation of government budgets, laws and regulations, including amendments

Assistant Manager: Treasury Focus is on technical 2015-241107 (Financial Accountant)	Finance Manager / CFO Focus is on Management 2015-121101 (Finance Manager)	Chief Treasury Officer Executive 2015-111207 (Senior Government Manager)
as suspected fraud, insolvency and bankruptcy <ul style="list-style-type: none"> • Conducting investigations and advising management on financial aspects of productivity, stockholdings, sales, new products, etc • Devising and controlling a system to determine unit cost of products and services • Preparing and certifying financial statements for presentation to management, shareholders and statutory or other bodies • Preparing or reporting on profit forecasts and budgets • Preparing tax returns, advising on taxation problems and contesting disputed claims before tax officials 	<ul style="list-style-type: none"> • Establishing and directing operational and administrative procedures • Establishing and managing budgets, controlling expenditure and ensuring the efficient use of resources • Overseeing the selection, training and performance of staff • Planning and directing daily operations • Planning, directing and coordinating the financial operations of an enterprise or organization • Representing the enterprise or organization in dealings with outside bodies 	<ul style="list-style-type: none"> • Coordinating activities with other senior government managers and officials • Ensuring appropriate systems and procedures are developed and implemented to provide budgetary control • Establishing objectives for government departments or agencies in accordance with government legislation and policy • Formulating or approving and evaluating programs and procedures for the implementation of government policies in conjunction or consultation with government: • Making presentations to legislative and other government committees regarding policies programs or budgets • Overseeing the interpretation and implementation of government policies and legislation by government departments and agencies • Recommending, reviewing, evaluating and approving documents, briefs and reports submitted by middle managers and senior staff members

While, it may appear that this complicates the mapping process, it does not need to be the case. If a common logic is applied to mapping managers to the OFO, it can be very much simplified. The logic of this process is shown in Figure 6 and unpacked in detail in Section 2.

Figure 6 OFO Mapping Guide - Managers



Professionals / Technicians: The dynamics within the professional and technician occupational groups are similar in that the focus is on the functional area of the job. Therefore, the core activities are more technical in nature. Junior and senior practitioners will be recorded in the same OFO code. In addition, there will be different Jobs that have very similar core activities that may be grouped in the same Occupation.

For Example, all of the following job titles are classified under *2015-242303 Human Resource Advisor*:

- HR Consultant: Remuneration & Employee Benefits,
- HR Co-Ordinator,
- HR Practitioner,
- HR Practitioner: Recruitment and Selection,
- HR Practitioner: Staffing & Talent Management,
- Human Capital Practitioner,
- Human Resource Officer,
- Human Resources MIS Officer,
- Senior HR Practitioner.

Clerical and Support Workers: These occupations are split between two groups. On the one hand there are transversal occupations where the content is specific but the activities are generic such as “Secretary to...[insert department]”. The other group involves specific occupations where they are grouped based on the nature of their role such as the previously mentioned Tabling Assistant.

Other Occupations: The balance of the occupations tend to be generic in nature and fit easily into OFO Occupations. For example: Control Protection Officer: Chamber Support, Protection Officer, Security Officer, Senior Protection Officer are all classified as *2015-541401 Security Officer*.

Section 2: Mapping Legislative Job Titles to the OFO

This section maps the most significant job titles (or groups thereof) to the OFO. It is organised and reported based on the Major Groups of the OFO.

Managers

The previous section outlined an approach to map managers to the OFO. This section gives examples with evidence from the skills audit to support the process. The managers are broadly classified into 3 types:

1. Junior managers which should not be mapped as managers but rather the technical occupations. This is subject to an assessment of the core responsibilities revealing a greater focus on the technical aspects of the job rather than managerial functions.

2. Managers in specific transversal functional areas. This is for occupations that have a focus on managerial activities but within a technical area of focus such as Finance, Human Resources, Supply Chain etcetera.
3. Generic Management Occupations. These are occupations where the focus is on managerial activities but the functional area is not transversal (as in point 2). These occupations are split into Management and Executive Management.

Junior Management

Junior managers that have a more technical focus should be mapped to the professional occupation. An example is given below where the job title is Assistant Manager: Treasury but the job profile suggests that the focus of the job is on technical accounting issues. The manager was assessed against *2015-241107 Financial Accountant*. Table 8 shows that this is an accurate reflection of their role with all tasks from the OFO being rates as 5 (Critically Important).

Table 8 Task Ratings for Junior Manager in Finance (Professional)

		Num	Imp	Source
<i>Job Titles</i>	Assistant Manager: Treasury			
<i>OFO Code</i>	2015-241107 (Financial Accountant)			
<i>Tasks</i>	Advising on, planning and installing budgetary, accounts controlling and other accounting policies and systems	1	5	OFO
	Auditing accounts and bookkeeping records	1	5	OFO
	Conducting financial investigations in such matters as suspected fraud, insolvency and bankruptcy	1	5	OFO
	Conducting investigations and advising management on financial aspects of productivity, stockholdings, sales, new products, etc	1	5	OFO
	Devising and controlling a system to determine unit cost of products and services	1	5	OFO
	Preparing and certifying financial statements for presentation to management, shareholders and statutory or other bodies	1	5	OFO
	Preparing or reporting on profit forecasts and budgets	1	5	OFO
	Preparing tax returns, advising on taxation problems and contesting disputed claims before tax officials	1	5	OFO
	Analysis of budget and budget outcome	1	5	Profile
	Analysis of quarterly and annual financial statements	1	5	Profile
	Analysis of the In-Year Monitoring reports	1	5	Profile
	Monitoring of funds allocated to Political Parties	1	5	Profile
	Prepare statutory submission to Provincial Treasury	1	4	Profile

Managers in transversal areas

The OFO accommodates a number of common technical managers whose core functions are conducted in other sectors (thus transversal). Table 9 shows examples of these transversal managers and the occupations that may be relevant to the Legislatures.

Table 9 Example of OFO Occupations for Managers in transversal technical areas

Unit Group	Occupation
Finance Managers	Finance Manager
	Payroll Manager
	Credit Manager
	Internal Audit Manager
Human Resource Managers	Personnel / Human Resource Manager
	Business Training Manager
	Compensation and Benefits Manager
	Recruitment Manager
	Employee Wellness Manager
	Health and Safety Manager
Supply, Distribution and Related Managers	Supply and Distribution Manager
	Logistics Manager
	Road Transport Manager
	Warehouse Manager
	Fleet Manager
Information and Communications Technology Service Managers	Chief Information Officer
	ICT Project Manager
	Data Management Manager
	Application Development Manager
	Information Technology Manager
	Information Systems Director

Examples of these that are both relevant to the Legislatures and present in the skills audit are:

- Finance Managers (2015-121101 *Finance Manager*)
- ICT Managers (2015-133105 *Information Technology Manager*)
- Human Resources Managers (2015-121201 *Personnel / Human Resource Manager* to 2015-121206 *Health and Safety Manager*)

There are a number of job titles from the legislatures that fall into the category of **Finance Managers**. These include: Senior Manager: Finance, Chief Finance Officer, Finance and

Administration Manager, Senior Manager: Finance & Treasury Advice, Chief Treasury Officer and Senior Manager: Treasury.

It is proposed that unless there is a specific reason for the contrary, the OFO code *2015-121101 Finance Manager* should be used. The core of the occupation is well represented in the OFO with all 8 tasks being rated as a 4 or a 5 on importance. The balance of the tasks from the profile represent the context specific specialisation such as compliance with Financial Management of Parliament Act (FMPPA).

Table 10 Task Importance for Finance Managers

		Num	Imp	Source
<i>Job Titles</i>	Finance Manager, Senior Manager: Finance, Chief Finance Officer, Finance and Administration Manager			
<i>OFO Code</i>	2015-121101 (Finance Manager)			
<i>Tasks</i>	Assessing the financial situation of the enterprise or organization, preparing budgets and overseeing financial operations	1	4	OFO
	Consulting with the chief executive and with managers of other departments or sections	1	4	OFO
	Establishing and directing operational and administrative procedures	1	4	OFO
	Establishing and managing budgets, controlling expenditure and ensuring the efficient use of resources	1	5	OFO
	Overseeing the selection, training and performance of staff	1	4	OFO
	Planning and directing daily operations	1	4	OFO
	Planning, directing and coordinating the financial operations of an enterprise or organization	1	4	OFO
	Representing the enterprise or organization in dealings with outside bodies	1	4	OFO
	Financial management of parliament and provincial legislatures (FMPPA) act implementation.	1	5	Profile

The field of ICT, similarly has a wide range of job titles for managers. They include: Chief Information Officer, Director ICT, ICT Manager, Manager: ICT Business Support, Senior Manager: Information Technology. While there was only 1 ICT Manager who completed the skills audit, it is a good example of how well the OFO represents transversal occupations. The items drawn from the OFO were more relevant to the incumbent's job than the organisation's job profile.

The relevant OFO codes for ICT managers can be any of the codes from *2015-133101 Chief Information Officer* to *2015-133106 Information Systems Director*. The most appropriate occupation can be selected based on the relative speciality of the function.

Table 11 Task Importance for ICT Manager

		Num	Imp	Source
<i>Job Title</i>	ICT Manager			
<i>OFO Code</i>	2015-133105 (Information Technology Manager)			
<i>Tasks</i>	Assigning, reviewing, managing and leading the work of systems analysts, programmers, and other computer-related workers	1	5	OFO
	Consulting with users, management, vendors, and technicians to assess computing needs and system requirements and specifying technology to meet those needs	1	5	OFO
	Directing ICT operations, analysing workflow, establishing priorities, developing standards and setting deadlines	1	5	OFO
	Directing the selection and installation of ICT resources and the provision of user training	1	3	OFO
	Establishing and directing operational and administrative procedures	1	4	OFO
	Establishing and managing budgets, controlling expenditure and ensuring the efficient use of resources	1	5	OFO
	Evaluating the organization's technology use and needs and recommending improvements, such as hardware and software upgrades	1	5	OFO
	Formulating and directing information and communication technology (ICT) strategies, policies and plans	1	5	OFO
	Overseeing the security of ICT systems	1	5	OFO
	Overseeing the selection, training and performance of staff	1	4	OFO
	Representing the enterprise or organization at ICT related conventions, seminars and conferences	1	3	OFO
	ICT governance	1	2	Profile
	ICT Vendor Management	1	4	Profile
	Information monitoring	1	4	Profile
	Knowledge of WCPP policy directives	1	4	Profile

There is a dedicated unit group for **Human Resources Managers** which has 6 occupations within it. They are: Personnel / Human Resource Manager, Business Training Manager, Compensation and Benefits Manager, Recruitment Manager, Employee Wellness Manager, Health and Safety Manager. As was the case for the ICT manager, this provides a fair amount of specialisation which can assist in a more appropriate mapping. As a result each post should be examined and mapped to the most appropriate occupation based on the specialisation.

Table 12 shows the relevance of the OFO to the 7 jobs listed. The average importance is lower than expected because there were 2 employees that rated all tasks (including the profile tasks) as either a 1 or a 2. It is not clear why those employees rated all tasks as low importance but if they are excluded the average importance of the OFO tasks increases to 4.0.

Table 12 Task Ratings for Human Resources Manager

	Task	Num	Imp	Source
<i>Job Title</i>	Human Resource Manager, Senior Manager: Special Programmes and Wellness, Senior Manager: Human Capital Management, Senior Manager Organizational Development and Human Resources Development, Unit Manager: IHRM, Unit Manager: Benefits			
<i>OFO Code</i>	2015-121201 Personnel / Human Resource Manager to 2015-121206 Health and Safety Manager			
<i>Tasks</i>	Consulting with senior management and with managers of other departments	6	3.7	OFO
	Ensuring compliance with standards and legislation relating to employees rights, health and safety, equal opportunity and related concerns	5	2.8	OFO
	Establishing and directing operational and administrative procedures	6	3.2	OFO
	Establishing and managing budgets, controlling expenditure and ensuring the efficient use of resources	3	4.0	OFO
	Overseeing safety, health and related programmes and activities	3	3.3	OFO
	Overseeing the development and implementation of management information systems	4	3.3	OFO
	Overseeing the selection, training and performance of staff for the entire enterprise or organization	4	3.8	OFO
	Planning and organizing negotiations and procedures for determination of wage structures and level and for consultation with workers on conditions of employment	3	3.3	OFO
	Planning and organizing procedures for recruitment, training, promotion, transfer and dismissal of staff,	3	4.7	OFO
	Planning, directing and coordinating the personnel and industrial relations activities, policies and practices of an enterprise or organization	4	3.5	OFO
	Representing the enterprise or organization in dealings with outside bodies	4	3.3	OFO
	Analytical reports, security reports, audit reports, salary reports system change control reports.	1	3	Profile
	Applications and contracts signed by applicants	1	4	Profile
	Origination of applications	1	4	Profile
	2 reports on training and development initiatives	1	1	Profile
	Annual training and development plan developed.	1	2	Profile
	Compilation of monthly and quarterly reports	1	3	Profile
	Constructive conflict resolution among staff	1	4	Profile
	Determine the need for the development of policies and procedures for Compensation and Conditions of service.	1	4	Profile
	Develop and implemented Human Resource Strategy and Plan	1	4	Profile
	Development of HRD and Organizational Development policies	1	4	Profile
	Development of Policy	1	1	Profile
	Effective Management of allocated resources	1	3	Profile
	Gender and disability mainstreaming	1	1	Profile
	Knowledge of WCPP policy directives	1	5	Profile
	Manage and implement EPMDS (Institutional and Sectional)	1	2	Profile

Task	Num	Imp	Source
Management of performance management, skills development and organizational development operations in the Legislature	1	4	Profile
Monthly and quarterly reports	1	4	Profile
Provide Management support for the review of Organogram and implementation thereof	1	2	Profile
Provide strategic leadership to the HRD and Organizational Development in the Legislature	1	4	Profile
Provides staff with hands on training to perform tasks. Monitors performance of staff to ensure that deadlines are met	1	3	Profile

Generic Management Occupations

In the logical approach to mapping managers shown in Figure 6, it was recommended that managers that are not focussed on a functional area should be classified as:

- *2015-111207 Senior Government Manager* if the manager is at executive level
- *2015-139404 Office Manager* if the manager is more operationally focused

There are 3 relevant occupations in the OFO that could be used for **Executive level managers** namely: *2015-111202 General Manager Public Service*, *2015-111204 Senior Government Official* and *2015-111207 Senior Government Manager*. Since all three occupations are part of the same unit group in the OFO (1112 Senior Government Officials), they share the same core tasks. As a result, for the purposes of the skills audit, they can be collapsed into a single assessment but when mapping individuals to the OFO, the legislatures can select the most appropriate given the context of the position.

A total of 7 employees at executive level completed the skills audit questionnaire. The job titles included in the current assessment include:

- Chief of Staff: Office of the Speaker
- Deputy Secretary
- Executive Manager Parliamentary Operations
- General Manager: Oversight
- General Manager: SCM
- Secretary of the Legislature

Table 13 shows that the match is good with a high average importance rating for all 7 employees assessed are all high even though the posts themselves are very different. The specifics of the function and context are shown in the additional tasks drawn from the individual profiles. Therefore, there is strong support to map executive level managers to one of the three identified occupations within the 2015-1112 unit group.

Table 13 Task Importance for Executive Managers

	Task	Num	Imp	Source
<i>Job Title</i>	Chief of Staff: Office of the Speaker, Deputy Secretary, Executive Manager Parliamentary Operations, General Manager: Oversight, General Manager: SCM, Secretary of the Legislature			
<i>OFO Code</i>	2015-111202 General Manager Public Service, 2015-111204 Senior Government Official and 2015-111207 Senior Government Manager			
<i>Tasks</i>	Advising national, state, regional or local governments and legislators on policy matters	7	3.7	OFO
	Advising on the preparation of government budgets, laws and regulations, including amendments	7	3.7	OFO
	Coordinating activities with other senior government managers and officials	7	3.6	OFO
	Ensuring appropriate systems and procedures are developed and implemented to provide budgetary control	7	4.4	OFO
	Establishing objectives for government departments or agencies in accordance with government legislation and policy	5	4.4	OFO
	Formulating or approving and evaluating programs and procedures for the implementation of government policies in conjunction or consultation with government:	6	3.8	OFO
	Making presentations to legislative and other government committees regarding policies programs or budgets	6	4.2	OFO
	Overseeing the interpretation and implementation of government policies and legislation by government departments and agencies	6	3.8	OFO
	Recommending, reviewing, evaluating and approving documents, briefs and reports submitted by middle managers and senior staff members	7	4.0	OFO
	Develop and maintain the departmental supply chain management system in line with legislative and treasury norms and standards	1	5	Profile
	Ensure management of divisional programme performance management in line with approved Annual Performance Plan	2	4.5	Profile
	Financial management	2	4	Profile
	Financial review and statutory reporting	1	4	Profile
	Funding and monitoring funds allocated to political parties	1	4	Profile
	General Management	1	5	Profile
	Human Capital Management	1	4	Profile
	Implementation of the Customized Legislative Sector documents	2	4.5	Profile
	Manage and coordinate the provision of fleet management services	1	5	Profile
	Manage and direct the provisioning of asset management and disposal services	1	5	Profile
	Manage and direct the provisioning of demand and acquisition management service	1	1	Profile
	Manage and oversee the provisioning of logistic and store management services	1	1	Profile
	Manage the allocated resources of the Directorate in line with legislative and departmental policy directives	1	5	Profile
	Management & Reporting	1	4	Profile
	Management of decisions/ resolutions emanating from governance structures	2	3	Profile

Task	Num	Imp	Source
Management of divisional employee performance in line with the EPMDS policy	2	4	Profile
Overall Management of procedural services division	1	4	Profile
Review the integrated support plan and ensure that all role players are aware of support functions	1	5	Profile
Risk Management	1	4	Profile
Risk Management	2	4.5	Profile
Strategic Management and leadership of the division	2	4.5	Profile
Strategic capacity and leadership: provide strategic guidance and advice on matters relating to the core business	2	4	Profile
Strategic Management	1	5	Profile

There were a few job titles that were mapped to one of the three occupations mentioned above but were excluded from the analysis shown in Table 10. They are:

- Senior Manager: Institutional Support
- Senior Manager: Office of the Secretary to the Legislature
- Unit Manager: International Relations

In these occupations, the tasks listed in the OFO were rated as less important to their function. It is hypothesised that this is because it would have been a better fit to map them to the more operational code *2015-139404 Office Manager*. While it is not known for certain that this code would be more relevant, there is evidence to suggest that it would. There were 10 similar **middle to senior level managers** in the skills audit that were assessed against the Office Manager OFO code. They are:

- Manager (Economic Cluster)
- Manager (Member's Affairs)
- Manager (NCOP & Program)
- Manager (Proceedings & Tabling)
- Manager (Pub Participation & Education)
- Manager (Social Cluster)
- Manager Committees
- Manager Office of the Deputy Speaker
- Manager Plenary Support
- Manager: Office Support

As can be seen there is a broad scope of jobs within the assessment but the core activities as represented by the OFO tasks are all rated highly. Table 14 shows that even though there are 10 employees represented across 10 occupations, the core of their function remains the same and therefore the mapping to the OFO is a fair reflection of their role. The average importance is slightly lower per task because not all managers will place the same importance on all items.

Table 14 Task Importance for middle to senior managers

	Task	Num	Imp	Source
<i>Job Title</i>	Manager (Economic Cluster), Manager (Member's Affairs), Manager (NCOP & Program), Manager (Proceedings & Tabling), Manager (Pub Participation & Education), Manager (Social Cluster), Manager Committees, Manager Office of the Deputy Speaker, Manager Plenary Support, Manager: Office Support			
<i>OFO Code</i>	2015-139404 (Office Manager)			
<i>Tasks</i>	Controlling administrative operations such as budget planning, report preparation, expenditure on supplies, equipment and services	10	4.3	OFO
	Coordinating cooperation with other service provision agencies in the same or related fields	9	3.1	OFO
	Developing, implementing and monitoring procedures, policies and standards for staff	10	3.4	OFO
	Directing, supervising and evaluating the work activities of professional technical, clerical, service, maintenance, and other personnel	9	3.7	OFO
	Managing budgets, controlling expenditure and ensuring the efficient use of resources	9	3.7	OFO
	Monitoring and evaluating resources devoted to the provision of services	9	3.8	OFO
	Overseeing the selection, training and performance of staff	9	3.8	OFO
	Planning, directing and coordinating the provision of services	10	4.1	OFO
	Providing overall direction and management for a service, facility, organization or centre	8	4.3	OFO
	Assist the Executive Authority with official and organizational reporting mechanisms	1	2	Profile
	Booking meetings, preparing documents for meetings and recording minutes and mail within set time frames	1	2	Profile
	Build and maintain sound relations with institutional stakeholders	1	4	Profile
	Compile and manage Legislature Programme framework	1	5	Profile
	Compile annual report on the activities of Committees of the House	1	4	Profile
	Conduct annual departmental strategic planning and quarterly strategic reviews in line with overall organisational strategic planning processes	1	5	Profile
	Control access to the Deputy Speaker	1	4	Profile
	Develop seating plans annually for the Official Parliamentary Opening and other events	1	4	Profile
	Ensure adherence to Rules and Procedures of the Legislature in committee meetings and provide advice when necessary	1	2	Profile
	Ensure and facilitate effective management of all employee relations matters in the department	1	4	Profile
	Ensure effectiveness and sustainability of the department through strategic and operational oversight	1	5	Profile
	Ensure integration of NCOP matters in Committee work	1	3	Profile
	Inputs from each head/supervisor co-ordinated in plan	2	3.5	Profile
	Keep track of passage of legislation up to enactment	1	4	Profile

Task	Num	Imp	Source
Knowledge of WCCPP policy directives	1	4	Profile
Liaise with all sections in Parliamentary Services to ensure maximum public participation and overall effectiveness of the hearings	1	4	Profile
Liaise with counterparts in Legislatures in other provinces for benchmarking and other research and operational purposes.	1	3	Profile
Liaise with Security services to ensure proper safety measures are employed depending on the VIP status of guests and individuals visiting the precinct	1	2	Profile
Liaise with staff/management/external institutions on behalf of Depute Speaker to provide and obtain information or to co-ordinate arrangements	1	3	Profile
Manage and coordinate the Provincial Speakers` Forum	1	2	Profile
Manage and sustain collaborative relations with national and international stakeholders	1	3	Profile
Manage of NCOP liaison matters	1	5	Profile
Manage the coordination of Legislature and Sectoral events.	1	5	Profile
Management of plenary support section	1	5	Profile
Management of pro-active research	1	5	Profile
management of research interns	1	2	Profile
Monitor the following up of resolutions by Committee staff and ensure that Chairpersons receive comprehensive support	1	4	Profile
plan submitted to executive manager	2	2.5	Profile
Provide secretarial/administrative function to Deputy Speaker	1	4	Profile
Report on all quarterly and annual planning, managerial duties and functions of the Department	1	4	Profile
Strategies and funding of strategies co-ordinated in plan	2	4	Profile
Written strategic plan to be submitted once a year	2	4	Profile

Professionals

The professional occupations cut across a wide array of functional areas. Based on an analysis of the full population of 2506 employees, there are 51 occupations representing 267 different job titles. The most significant for the purposes of the legislatures are:

- Researchers (*2015-242202 Policy Analyst*)
- Hansard Services which includes:
 - Editors (*2015-134904 Office Manager* or *2015-264102 Book or Script Editor*)
 - Reporter or Transcribers (*2015-413101 Word Processing Operator*) which are discussed under Clerical and Support Workers
 - Language Services (*2015-264301 Interpreter*, *2015-264302 Translator*, *2015-264303 Linguist*)
- Librarians (*2015-262201 Librarian*)
- Communications Related Professionals (*2015-243201 Communication Coordinator*, *2015-243203 Corporate Communication Manager*)

- Finance related professionals (2015-241101 Accountant (General), 2015-241102 Management Accountant, 2015-242211 Internal Auditor & 2015-242208 Organisational Risk Manager)

The above occupations represent 74% of professional employees.

Researchers represent the biggest group of professionals in the sector. There are 139 research related professionals in the sector.

Curiously, they do not have their own code on the OFO. Instead, they are included under broader occupation *Policy Analyst*. While it is not a perfect match, the tasks on the OFO are a fair reflection on the daily activities of the researchers in the legislature. Table 15 shows that the importance on all OFO tasks is 3.0 which is only slightly lower than the average on KPAs from the job profiles of 3.2.

Therefore, it is recommended that researchers be mapped to the OFO code *2015-242202 Policy Analyst*

Table 15 Task Importance for Researchers

	Task	Num	Imp	Source
Job Title OFO Code Tasks	Researcher, Senior Researcher, SNR Researcher /Budget Analyst			
	2015-242202 (Policy Analyst)			
	Assessing impacts, financial implications, interactions with other programs and political and administrative feasibility of policies	3	3.3	OFO
	Conducting threat and risk assessments and developing responses	3	2.7	OFO
	Formulating and analyzing policy options, preparing briefing papers and recommendations for policy changes, and advising on preferred options	2	3.5	OFO
	Liaising and consulting with program administrators and other interested parties to identify policy needs	3	3.0	OFO
	Researching social, economic and industrial trends, and client expectations of programs and services provided	2	3.0	OFO
	Reviewing existing policies and legislation to identify anomalies and out-of-date provisions	2	3.0	OFO
	Reviewing operations and programs to ensure consistency with policies of the organization	2	3.0	OFO
	Accompany MPLs to committee meetings, debates, workshops, forums, parliamentary sittings, study tours, oversight and public hearings	2	4.5	Profile
	Advise members of committees and sub-ordinates on legislative and regulatory requirements	1	4	Profile
	Assist with the design of research frameworks, methodologies and instruments, and research fieldwork, and the interpretation of research findings.	1	1	Profile
	Attend all meetings of assigned standing and portfolio committees to ensure that research services and facilities are available to the committee at all times.	1	4	Profile

Task	Num	Imp	Source
Attend to all human resource administrative functions in the unit, including leave and overtime.	1	4	Profile
Brief Chairperson on research report analysis at briefing meeting.	1	1	Profile
Collaborate and assist with Parliamentary and Legislature events and programmes as required.	1	2	Profile
Communicate and ensure that deadlines are met on operational plan	1	4	Profile
Compare and analyse departmental plans and budgets against performance reports as received from provincial department, entities and municipalities	1	5	Profile
Compare and analyse departmental plans and budgets against performance reports as received from provincial departments, entities and municipalities	1	4	Profile
Comply with institutional records and management requirements	1	3	Profile
Design and manage research requests and studies to answer specific research questions as requested by the Speaker, Committees and senior employees in the Legislature.	1	3	Profile
Develop research questions to be posed to departments, municipalities and public entities.	1	4	Profile
Develop resource documents for sectoral parliamentary events e.g. Women's Parliament, Youth Parliament, etc	1	3	Profile
Development of Resource documents and information guide on study tour destinations	1	3	Profile
Distribute committee report to members after consultation with chairperson then brief the committee at briefing meeting on.	1	1	Profile
Establish research standards and quality control techniques and procedures.	1	4	Profile
For institutional research projects, identify and facilitate the use of appropriate research frameworks and methodologies	1	4	Profile
Identify, propose and conduct pre- and post oversight research and develop reports for committees	1	5	Profile
Liaise with counterparts in other Legislatures for inter-provincial relations, benchmarking and collaboration purposes	1	2	Profile
Monitor the development and performance of assigned departments, municipalities and entities through various information sources such as media reports, policies and research reports	1	4	Profile
Oversee and manage performance management processes for direct reports.	1	4	Profile
Participate in sectoral fora activities	1	2	Profile
Participate in the development of a strategic plan, annual performance and operational plan for the research and information service unit	1	4	Profile
Performs own typing, faxing, photocopying and filing of documents	2	4	Profile
Prepare Budget Vote, Annual, half year financial oversight reports and quarterly reports of relevant Portfolio against Strategic Plan, compliance issues through the analysis of the Strategic Plan, APP, OP, and Policy Speech against SONA, SOPA, Budget Speech and White Book comparing and linking with previous Annual Reports, Ruling Party Manifesto, MDGs, NDP, PDGP, DORA and FFC. Prepare briefing report before first meeting of Committee referring to the prepared	1	1	Profile

Task	Num	Imp	Source
Budget Analysis, Responses to House Resolutions, 4-Quarterly and Annual Reports.			
Prepare documentation for public hearings as well as assist other departments	1	3	Profile
Present recommendations and proposals and disseminate research findings in accordance with international best practice	1	3	Profile
Present research findings and analysis outcomes to members of Standing and Portfolio committees	1	4	Profile
Provide comprehensive quarterly reports on all research activities	1	4	Profile
Provide input on budget constraints of individual department to be considered by Finance on the appropriation Bill	1	1	Profile
Provide inputs for quarterly reports on all research activities	1	4	Profile
Submit performance evidence as part of portfolio	2	4	Profile

Hansard services revolve around generating, distributing and indexing verbatim transcripts of the proceedings in the house. This is a function unique to the Legislature which can make mapping to the OFO difficult. There are commonly 3 different roles within the broader Hansard service which includes editors / managing editor, the language services and the reporters / transcribers. The first 2 are unpacked below with the latter being discussed under Clerical and Support Workers.

Hansard Editors are responsible for the both the overall service to the house and the people within the unit. As such it could be argued that their role is more managerial than technical. Since they are usually graded as a deputy director, the OFO for *Office Manager* may be appropriate. Alternatively, the technical functions are captured by the code *2015-264102 Book or Script Editor*. The skills audit included 4 Hansard editors covering both occupations.

The importance rating from the skills audit show a good match to the OFO and based on the findings in Table 16 below. It is therefore recommended that:

- The person in charge of the department should be classified as an *Office Manager*. The title could be anything from Managing Editor to Manager: Hansard Services but the core function is related more to management than the technical elements of Hansard.
- The junior / assistant editors will be more involved on a technical level and as such can be captured as an *Editor*. It is further recommended that Hansard Editor be added as an alternative title to OFO code *2015-264102 Book or Script Editor*.

Table 16 Task Importance for Hansard Editors

	Task	Num	Imp	Source
Job Title	Assistant Editor: Hansard and Language Services			
	Managing Editor: Hansard and Language Services			
OFO Code	2015-134904 Office Manager or 2015-264102 Book or Script Editor			
Tasks	Managing Editor: Hansard and Language Services (2015-134904 Office Manager)			
	Assisting in recruitment, interviewing, and selection of employees	1	2	OFO
	Controlling administrative operations such as budget planning, report preparation, expenditure on supplies, equipment and services	1	4	OFO
	Coordinating cooperation with other service provision agencies in the same or related fields	1	3	OFO
	Developing, implementing and monitoring procedures, policies and standards for staff	1	4	OFO
	Directing, supervising and evaluating the work activities of professional technical, clerical, service, maintenance, and other personnel	1	4	OFO
	Establishing work schedules and procedures and co-coordinating activities with other work units or departments	1	2	OFO
	Managing budgets, controlling expenditure and ensuring the efficient use of resources	1	4	OFO
	Monitoring and evaluating resources devoted to the provision of services	1	3	OFO
	Overseeing the selection, training and performance of staff	1	2	OFO
	Planning, directing and coordinating the provision of services	1	4	OFO
	Providing overall direction and management for a service, facility, organization or centre	1	4	OFO
	Resolving work-related problems and preparing and submitting progress and other reports	1	4	OFO
	Staff development and performance management	1	4	Profile
	To ensure production and distribution of Hansard Verbatim reports in volumes at the rate of one per sitting	1	5	Profile
	To ensure provision of quality verbatim transcription of Members' draft floor speeches of debates and Questions for Oral Reply, and distributing them within 3 days	1	5	Profile
	To manage the rendering of language services by ensuring the provision interpreting services at sittings of the Legislature and other functions of the Legislature as shall be requested from time to time, and the provision of general language services for the institution	1	5	Profile
	To plan, direct, co-ordinate and oversee the operations of Hansard unit and prepare budget for the unit. Manage staff for optimum performance	1	5	Profile
	Assistant Editor: Hansard and Language Services (2015-264102 Book or Script Editor)			
	Analyzing material, such as specifications, notes and drawings, and writing manuals, user guides and other documents to explain clearly and concisely the installation, operation and	1	5	OFO

Task	Num	Imp	Source
maintenance of software, electronic, mechanical and other equipment;			
Conceiving, writing and editing novels, plays, scripts, poetry and other material for publication or presentation	1	5	OFO
Conducting research to establish factual content and to obtain other necessary information	2	4	OFO
Selecting material for publication, checking style, grammar and accuracy of content, arranging for any necessary revisions and checks proof copies before printing	2	3	OFO
Writing brochures, handbooks and similar technical publications	2	3	OFO
Writing scripts and continuities and preparing programmes for stage, film, radio and television productions	1	5	OFO
Accurate interpreting from floor languages provided	2	5	Profile
Indexing of Hansard Volumes	2	5	Profile
Proofread transcriptions from Reporters and act as a custodian of isiNdebel	2	5	Profile
Provide simultaneous interpreting during Sittings of the House	2	5	Profile
Provide verbatim transcriptions and editing/collating of Members' draft speeches of debates and Questions for Oral Reply.	2	5	Profile
Translating documents and speeches of the House	2	3	Profile

Apart from recording, editing, proofreading and publishing the debates of the House, the Hansard unit also renders **Language Services** to the Legislature which includes translation and interpreting. Bills, explanatory memoranda, schedules and other official documents such as petitions will usually require translations. Interpreting on the other hand, is provided during sittings of the House, off-site sittings of the Legislature, sector parliaments, committee meetings (on request), pre-hearings on Bills, public hearings on Bills and any educational workshops pertaining to legislation (<http://kznlegislature.gov.za/hansard-and-language-services/> Accessed December 2016)

There are three occupations on the OFO that match these responsibilities namely Interpreter, Translator and Linguist. Table 17 shows that the tasks as defined in the OFO are not particularly relevant. However, rather than argue against the use of the OFO occupations, the highly rated profile tasks should be used to broaden the understanding of the function as it relates to the Legislative Sector.

Table 17 Task Ratings for Language Practitioners

	Task	Num	Imp	Source
<i>Job Title</i>	Language Practitioner, Senior Interpreter			
<i>OFO Code</i>	2015-264301 Interpreter, 2015-264302 Translator, 2015-264303 Linguist			
<i>Tasks</i>	Advising on or preparing language classification systems, grammars, dictionaries and similar materials	3	3.3	OFO
	Developing methods for the use of computers and other instruments to improve productivity and quality of translation	3	3.3	OFO
	Revising and correcting translated material	3	3.0	OFO
	Studying relationships between ancient parent languages and modern language groups, tracing the origin evolution of words, grammar and language forms, and presenting findings	3	1.3	OFO
	Accountable for employee relations in the section	1	4	Profile
	Assists in determining aspects of editorial policy	1	4	Profile
	Assists in setting language and orthography standards	1	4	Profile
	Consultation with language practitioners at provincial legislatures and other government departments	1	4	Profile
	Ensures that references and terminology are uniform	1	4	Profile
	Identify training and development needs for employees	1	4	Profile
	Liaises with IT Unit regarding equipment as well as external technicians regarding repairs and maintenance of equipment	1	4	Profile
	Liaises with other Departments/Units within the Institution to align programs and efforts	1	4	Profile
	Liaises with other Legislatures, national/provincial departments, National/Provincial and Language Bodies in respect of language development	1	4	Profile
	Oversee and manage performance management process	1	4	Profile
	Prepare and submit monthly risk management and audit action plans to the Executive Manager	1	4	Profile
	Prepares quarterly, annual and ad hoc reports on the performance of the unit.	1	4	Profile
	Proofreads printer's work	1	4	Profile
	Provide quarterly reports on the operational and strategic objectives to Executive manager	1	4	Profile
	Reads print out debates	1	4	Profile
	Submit a needs analysis for supply chain management	1	3	Profile
	Submit all required HR reports	1	4	Profile
	Terminology development	1	5	Profile

The library of Parliament is a special library, which seeks to fulfil the information needs and requirement of Members of Parliament, Ministers and Parliamentary staff by providing unbiased relevant information and publications. The Library is a legal deposit library, meaning that it is entitled to claim a copy of every publication in printed and electronic form published in South Africa.

(www.parliament.gov.za Accessed December 2016). There are 44 **Librarians** in the total population of 2506 employees. It is a significant role for the sector as they provide help in finding information, lending materials both from the Library's own collections and as interlibrary loans from other libraries.

There were 5 librarians in the skills audit sample who rated the OFO tasks with an average importance of 4.2. Therefore, there is a very good match to the occupation *2015-262201 Librarian*.

Table 18 Task Importance for Librarians

	Task	Num	Imp	Source
<i>Job Title</i>	Assistant Librarian, Assistant Manager: Document Management, Information Services, Librarian			
<i>OFO Code</i>	2015-262201 Librarian			
<i>Tasks</i>	Conducting research and analysing or modifying library and information services in accordance with changes in users' needs	5	4	OFO
	Devising and implementing schemes and conceptual models for the storage, organization, classification and retrieval of information	5	4	OFO
	Managing library borrowing and inter-library loan facilities and information networks	5	4.4	OFO
	Organizing, classifying and cataloguing library material	5	4.4	OFO
	Organizing, developing and maintaining a systematic collection of books, periodicals and other printed, audio-visually and digitally recorded material	5	4	OFO
	Performing manual, on-line and interactive media reference searches, making interlibrary loans and performing other functions to assist users in accessing library materials	3	4.7	OFO
	Preparing scholarly papers and reports	3	4.3	OFO
	Retrieving material and providing information to business and other users based on the collection itself or on library and information-network systems;	4	4.8	OFO
	Selecting and recommending acquisitions of books and other printed or audio-visually and digitally recorded material	5	4	OFO
	Authorise payments for services/goods rendered to the library	1	5	Profile
	Conduct an annual user survey and use the feedback to improve on library services and facilities	1	4	Profile
	Corporate support to Members and Staff to perform their duties effectively	1	4	Profile
	Effective, efficient and economic management of resources and systems	1	3	Profile
	Implement the Library Policy and market the services of the library to create awareness of library services and facilities among stakeholders.	1	5	Profile
	Keep abreast of developments and trends in the information and library sector and introduce the necessary changes into the Legislature's information provision and management systems as required.	1	4	Profile
	Legislative knowledge	1	1	Profile
	Maintain AMLIB (computerised library system), keep it updated, allocate passwords and set up the calendar.	1	5	Profile

Task	Num	Imp	Source
Maintain clippings booklet in library	1	5	Profile
Manage the daily and weekly supply of newspapers to MPLs and senior officials in the Legislature	1	5	Profile
Marketing of Services	1	3	Profile
Obtain input and recommendations from MPLs and employees regarding publications to be acquired.	1	5	Profile
Participate in the development of a operational plan for the research and information service unit	1	5	Profile
Plan all library related activities in line with operational plan of Research and Information Services.	1	5	Profile
Provide information services to users inclusive of members, committees, employees of the Legislature, other public servants, and the general public	1	5	Profile
Provide input for the annual budget requirements for the library in line with strategic objectives and budget cycle	1	1	Profile
Provide timely, proactive and reactive high quality information and library support to Members and Staff	1	4	Profile
Submit performance evidence as part of portfolio.	1	5	Profile
To ensure optimal use of resources within the unit by managing junior staff and compile quarterly reports	1	5	Profile
To ensure that all document management staff understand their responsibilities in order to reduce complaints from clients	1	2	Profile
To ensure that information can be identified and retrieved when required by providing well-structured records classification systems and record keeping systems	1	5	Profile
To ensure that there is a systematic disposal program in place	1	5	Profile
To ensure the electronic document management system is implemented	1	5	Profile

Communications Related Professionals cover roles from Public Relations to Media Liaison. There are 42 posts with job titles similar to the above in the 7 organisations included in the study. The main occupation on the OFO covering the core activities associated with these roles is *2015-243201 Communication Coordinator*. It is proposed therefore that the majority of communications related job titles in the legislative sector be classified under this code.

The skills audit sample only had 2 correctly completed questionnaires against the code *2015-243201 Communication Coordinator*. Table 19 shows that it appears to be a good match but a broader sample would be ideal to be certain.

Table 19 Task importance for Communication Professionals

	Task	Num	Imp	Source
<i>Job Title</i>	Communications Practitioner, Media Officer, Regional Liaison Officer			
<i>OFO Code</i>	2015-243201 Communication Coordinator			
<i>Tasks</i>	Advising executives on the public relations implications of their policies, programs and practices preparing and controlling the issue of news and press releases	1	4	OFO
	Attending business, social and other functions to promote the organization	1	4	OFO
	Commissioning and obtaining photographs and other illustrative material	1	3	OFO
	Organizing special events, seminars, entertainment, competitions and social functions to promote goodwill and favourable publicity	1	4	OFO
	Planning and organizing publicity campaigns and communication strategies	2	4.5	OFO
	Representing organizations and arranging interviews with publicity media	2	4.5	OFO
	Selecting, appraising and revising material submitted by publicity writers, photographers, illustrators and others to create favourable publicity	1	4	OFO
	Undertaking and commissioning public opinion research, analyzing the findings and planning public relations and promotional campaigns	1	5	OFO
	Collates and compiles articles for distribution to regional publications, municipal newsletter and community newspapers.	1	4	Profile
	Compile and submit monthly, quarterly and annual reports and workplans to the Public Education Manager.	1	5	Profile
	Contribute to /and take part in all the planning activities of the unit, including strategic planning and performance planning.	1	4	Profile
	Contribute to and facilitate all the reporting activities of the unit	1	5	Profile
	Creates awareness of the proceedings and the work of Committees of the Legislature by improving and enhancing the image of the institution and conducting educational and informative tours	1	4	Profile
	Develops and implements systems to enhance the management of curio shop, event management of all internal projects for instance. The World Aids day for all staff.	1	3	Profile
	Handles internal and external correspondence pertaining to area of responsibility.	1	4	Profile
	Handles internal communication issues affecting staff in the institution, production of the Legislature internal newsletter, maintain and strengthen the flow of communication between management and staff	1	4	Profile
	Liaises with Regional Liaison Officers with regards to programmes and activities at regional level.	1	4	Profile
	Manage all incoming and outgoing communication effectively	1	5	Profile
	Monitors legislature's expenditure on media within the framework of the budget allocation	1	3	Profile
	Public education and engagement	1	5	Profile
	Work closely with and assist staff and members on activities relating to the public relations interests of the Legislature.	1	5	Profile

There were a group of jobs that were originally included in the OFO code for Communication Coordinator, namely **Public Participation / Education Officers**. It was found that the importance ratings on OFO activities were low with the exception of the tasks relating to the coordination of events. Furthermore, if the high-ranking activities from the job profiles are examined, the focus is on organising groups and tours for the public to the legislature. Therefore, a more appropriate OFO Code may be *2015-243204 Event Producer*. Since the occupation is from the same unit group, the OFO tasks will be the same. The most appropriate mapping will therefore be based on whether the individual post has a greater focus on communication or events.

Table 20 Task Importance for Public Participation Officer

	Task	Num	Imp	Source
<i>Job Title</i>	Public Participation Officer			
<i>OFO Code</i>	2015-243204 Event Producer OR 2015-243201 Communication Coordinator			
<i>Tasks</i>	Attending business, social and other functions to promote the organization	1	1	OFO
	Commissioning and obtaining photographs and other illustrative material	1	1	OFO
	Organizing special events, seminars, entertainment, competitions and social functions to promote goodwill and favourable publicity	1	3	OFO
	Planning and organizing publicity campaigns and communication strategies	1	4	OFO
	Undertaking and commissioning public opinion research, analyzing the findings and planning public relations and promotional campaigns	1	1	OFO
	Assist in the development of a demographically informed Public Participation data base	1	3	Profile
	Facilitate visits to the Legislatures by schools, international guests	1	4	Profile
	Make logistical arrangements for Institutionalised days	1	4	Profile

Technicians and Associate Professionals

A total of 481 out of the 2506 employees were classified as Technicians and Associate Professionals. These included roles specific to the sector as well as more transversal jobs. Both types are fairly well represented on the OFO and are shown in detail below.

The most significant groups of technicians / associate professionals are:

- Committee Coordinators (*2015-334101 Office Supervisor* OR New Occupation)
- Procedural Officers (Add to an expanded unit group *2015-3341*)
- Executive Secretaries / Personal Assistants (*2015-334302 Personal Assistant*)
- ICT Technical Support (*2015-35 Information and Communications Technicians*)

- Procurement / Supply Chain Officers and Practitioners (*2015-333905 Supply Chain Practitioner, 2015-332302 Purchasing Officer, 2015-333911 Physical Asset Practitioner*)

Committee Coordinator is a function that does not have a natural home in the OFO. This is evidenced by the fact that during the initial desktop mapping process, it was mapped to occupations from Professional to Clerical occupations. It is specific to the legislative sector and is present in all the legislatures included in the study. Excluding managers and administrators, there are 79 Committee Coordinators in the 7 organisations in the study. Of those, 21 completed a skills audit questionnaire under 3 different OFO Codes. Unfortunately, none of the occupations seem an ideal match.

The core of the job can be gleaned from the most highly rated KPAs from the job profiles. These are:

- Coordinating Committee activities (importance 3.9)
- Provide procedural advice to the committee (importance 4.1)
- Compiling committee reports (importance 4.5)
- Process the feedback on implementation of resolutions (importance 3.7)
- Filing, administration and miscellaneous clerical functions (importance 3.1)

The closest match to this function is *2015-334101 Office Supervisor*. The tasks associated with this function are:

1. Training and instructing employees in job duties, safety procedures and company policies, or arranging for training to be provided
2. Resolving work-related problems and preparing and submitting progress and other reports
3. Assisting in recruitment, interviewing, and selection of employees
4. Establishing work schedules and procedures and co-coordinating activities with other work units or departments

While not an ideal mapping, it provides a starting point. Items 2 and 4 are loosely related to bullet points 3 and 1 respectively. The more senior committee coordinators may be involved in training and / or selection of staff. Having said that, it may be worth investigating adding a new occupation for “Committee Coordinator” under the unit group *2015-3341 Office supervisors*. The new code would be *2015-334103*. However, engagement with the legislatures for confirmation is recommended prior to making requests to change the OFO.

If an additional occupation is created under the recommended unit group, at least 1 additional task would need to be included so that the scope of the unit group is suitably broadened. It is recommended that this be focused on providing procedural advice to committees in a legislature.

Table 21 Task importance for Committee Coordinator

	Task	Num	Imp	Source
<i>Job</i>	Committee Coordinator			
<i>Title</i>	Senior Committee Coordinator			
<i>OFO</i>	2015-333910 Business Support Coordinator			
<i>Code</i>	2015-334101 Office Supervisor			
	2015-441903 Program or Project Administrators			
<i>Tasks</i>	2015-333910 Business Support Coordinator			
	Negotiating contracts on behalf of seller or buyer and explaining terms of sale and payment to client	1	1.0	OFO
	Obtaining information about services to be sold and needs of prospective buyers	1	1.0	OFO
	Selling by auction various kinds of property, cars, commodities, livestock, art, jewellery and other objects	3	2.3	OFO
	Compile Committee Report	10	4.5	Profile
	Coordinate Committee Activities	10	4.3	Profile
	Compile reports of the Committee	10	4.5	Profile
	Keep proper filing of all Committee Documents	9	3.7	Profile
	Organise Committee Activities (meetings, public hearings, site visits and study tours, i.e. national and international	10	3.5	Profile
	Process feedback on the implementation of the Resolutions of the House	9	3.3	Profile
	Process the feedback on the implementation of the Resolutions of the House.	10	4.0	Profile
	Provide procedural and professional administrative support to the Portfolio Committee on Education; Culture, Sport and Recreation	8	4.0	Profile
	Providing Procedural Advice To The Committee	10	4.3	Profile
	2015-334101 Office Supervisor			
	Assisting in recruitment, interviewing, and selection of employees	3	2.3	OFO
	Establishing work schedules and procedures and co-coordinating activities with other work units or departments	3	3.0	OFO
	Resolving work-related problems and preparing and submitting progress and other reports	3	3.3	OFO
	Training and instructing employees in job duties, safety procedures and company policies, or arranging for training to be provided	3	3.0	OFO
	Evaluating employees' job performance and conformance to regulations, and recommending appropriate personnel action	3	3.0	Profile
	Management of cluster and supporting manager with management of the section	3	3.3	Profile
	Scuitinizing legislation referred to and processed by committee	3	3.3	Profile
	2015-441903 Program or Project Administrators			
	Classifying and filing various documents and other records	8	2.5	OFO
	Coding	4	1.0	OFO
	Correcting proofs	7	2.9	OFO
	Maintaining personnel records	3	3.0	OFO
	Performing a number of miscellaneous clerical duties	5	3.2	OFO
	Reading newspapers, magazines, press releases and other publications to locate and file articles of interest to staff and clients	1	4.0	OFO

Task	Num	Imp	Source
Writing on behalf of persons who are unable to read and write	3	2.0	OFO
Rotate and ensure that Committees in the cluster sit during the allocated Committee slots	1	4.0	Profile
Analyse and establish progress made by Committees within the cluster	1	4.0	Profile
Ensure that a report is compiled and quality check	1	4.0	Profile
Ensure that Committee reports are produced and quality check the reports	1	4.0	Profile
Ensure that the coordination of public hearings is intact.	1	4.0	Profile
Input and consolidate budget inputs of Committees within the cluster in line with Committee plans.	1	4.0	Profile
Input on a number of slots needed by Committees within the cluster	1	4.0	Profile
Monitor expenditure patterns of Committees within the cluster	1	4.0	Profile
Plan compile & monitor committee documents	7	4.4	Profile
Provide advisory services to Committees during the Strategic Planning	1	4.0	Profile
Provide procedural & administrative Support to the standing committees	7	3.9	Profile
Publicise Public Hearings	1	4.0	Profile
Submit consolidated budget inputs to the Unit Manager	1	4.0	Profile
To ensure smoothly run committee activities	7	3.9	Profile
Understanding of legal framework & procedures appliance to committee	7	3.7	Profile

There are 29 **Procedural Officers** in the 7 participating organisations. Unfortunately, there were no Procedural Officers that completed the skills audit. Based on an analysis of the OFO, it is possible that Procedural Officers can be added (either as an occupation or an alternative title) to the same unit group as Committee Coordinators. If the scope of the unit group was expanded to include: *“Provide procedural advice to the committee,”* it would be a logical extension to add Procedural Officers to the same unit group. If additional data can be gained through an extension to the skills audit, this assertion can be tested.

The largest group of employees in technicians and associate professionals is **Executive Secretaries / Personal Assistants**. There are at least 128 employees in the group with the most appropriate mapping being to OFO 2015-334302 *Personal Assistant*. Table 22 shows that it is a good match. There is a large amount of variation in the specific activities based on the context of the posts. However, the core of the function remains the same and consistent.

Table 22 Task Importance for Personal Assistants / Executive Secretaries

	Task	Num	Imp	Source
<i>Job Title</i>	Executive Secretary, Personal Assistant, Secretary to [...]			
<i>OFO Code</i>	2015-334302 Personal Assistant			
<i>Tasks</i>	Drafting administrative correspondence and minutes	10	3.8	OFO
	Screening requests for meetings, scheduling and organizing meetings and travel arrangements	10	3.3	OFO
	Assisting in the preparation of budgets, monitoring of expenditures, drafting of contracts and purchasing or acquisition orders	9	3.1	OFO
	Liaising with other staff about a range of matters relating to the organization's operations	8	3.0	OFO
	Obtaining, proposing and monitoring deadlines and follow-up dates	10	2.8	OFO
	Supervising the work of clerical support workers	5	2.6	OFO
	Writing and answering business or technical letters and other similar correspondence	10	2.6	OFO
	Preparing verbatim reports of proceedings in legislative assemblies, courts of law or other places using shorthand or specialised office equipment	4	2.0	OFO
	Assist the Secretary to the Legislature to plan the activities of the Office	1	5.0	Profile
	Coordinate the activities of the Management Committee (MANCOM) and provide administrative support to MANCOM	1	5.0	Profile
	Ensure and facilitate effective management of all employee relations matters in the department	1	5.0	Profile
	Liaise with the Manager: M&E and Risk to create an annual and monthly plans reflecting all the activities of the Office	1	5.0	Profile
	Provide other administrative functions as required to the Executive Manager	2	5.0	Profile
	Secretarial function to Executive Manager Legal, NCOP & Proceedings & Hansard Services	1	5.0	Profile
	Control access to the Executive Manager	2	4.5	Profile
	Receive monthly reports from sections within the division	1	4.0	Profile
	Compilation received reports from different sections into one consolidated report	1	4.0	Profile
	Remind sections within the division for submission of required reports on time	1	4.0	Profile
	Type all communications as received from Executive Manager	2	3.0	Profile
	Monitor and control stationery usage against budget provision	2	2.5	Profile
	Interact with IT unit for recording and presentation devices to be activated	1	2.0	Profile
	Receive documents/ meeting presentations from presenters for photocopying	1	2.0	Profile
	Welcome visitors with courtesy and respect for maintenance of good image of the CFOs office	1	2.0	Profile
	Make copies of documents in preparation of the meeting	2	1.5	Profile

Task	Num	Imp	Source
Assess incoming and outgoing work and distribute it where it is required.	1	1.0	Profile
Receive documents/ meeting presentations from presenters for photocopying	1	1.0	Profile
Respond to and redirect enquiries to relevant offices	2	1.0	Profile
Circulate attendance register in the meetings	1	1.0	Profile
Diary management	1	1.0	Profile
Ensure all apologies for the meeting are in writing	1	1.0	Profile
Facilitate the neatness of the office	1	1.0	Profile
Interact with IT unit for recording and presentation devices to be activated	1	1.0	Profile
Maintain close and sound working relations with project and programme staff and managers in the NCPL	1	1.0	Profile
Maintain proper records management for future reference	1	1.0	Profile
Plan and manage the diary and programme of the Secretary to the NCPL	1	1.0	Profile
Prepare Notices, minutes, Agenda's and reports for MANCOM meetings	1	1.0	Profile
Prepare travel arrangements	1	1.0	Profile
Receive phone calls and record messages	1	1.0	Profile
Take minutes during meetings	1	1.0	Profile
Type letters and memoranda	1	1.0	Profile
Verify the confirmation of the trip	1	1.0	Profile

The last two groups of employees are transversal occupations that have well represented occupations employees on the OFO. The details for **ICT technicians** and **supply chain practitioners** are shown in the table below. The same argument that was made for transversal professional occupations is relevant here as well. The OFO codes represent the roles well and the most appropriate should be selected based on the specialisation of the post.

The key to correctly allocating the employees to these transversal areas is to correctly distinguish between professional, technician and clerical functions. If there is a confusion in allocating an employee to the OFO, an examination of the OFO description and tasks in comparison to the job profile will indicate the level of responsibility and complexity. This will inform the mapping.

Only ICT and SCM technicians are detailed here but the same principle applies to all transversal fields.

Table 23 Profile of ICT and SCM Technicians

Group	ICT Technicians	SCM Practitioners
Number of Employees	32	47
Example of Job Titles	Senior Desktop Technician, ERP Functional Support, Network Technician, Service Desk Technician, Helpdesk Operator, ICT Officer	Procurement Officer, Supply Chain Management Officer, SCM Practitioner, Expenditure & Procurement Controller, Practitioner: Procurement
OFO Codes	2015-351101 Computer Operator 2015-351201 ICT Communications Assistant 2015-351301 Computer Network Technician 2015-351302 Geographic Information Systems Technicians 2015-351401 Web Technician 2015-352101 Broadcast Transmitter Operator 2015-352102 Camera Operator (Film, Television or Video) 2015-352103 Sound Technician 2015-352104 Television Equipment Operator 2015-352105 Radio Station Operator 2015-352106 Production Assistant (Film, Television or Radio) 2015-352201 Telecommunications Technical Officer or Technologist	2015-333905 Supply Chain Practitioner 2015-332302 Purchasing Officer 2015-333911 Physical Asset Practitioner

There were 9 ICT technicians in the skills audit covering 7 job titles. They were all classified into OFO code 2015-351301 *Computer Network Technician*. The importance rating show that the core functions are well represented in the OFO with the specificity of each job being represented in the job profiles

Table 24 Task importance for ICT Technicians

	Task	Num	Imp	Source
Job Title	ICT Assistant, ICT Officer, Information technology officer, Network Administrator, Network Technician, Technician			
OFO Code	2015-351301 Computer Network Technician			
Tasks	Assisting users with network and data communications problems	8	2.9	OFO
	Identifying areas needing upgraded equipment and software	9	4.1	OFO
	Installing computer hardware, network software, operating system software and applications software	9	4.6	OFO
	Operating and maintaining data communications systems other than networks	8	3.9	OFO
	Operating, maintaining and troubleshooting network systems	8	3.8	OFO
	Performing start up and close down as well as backup and disaster recovery operations for computer networks	6	3.2	OFO
	Monitor intranet and internet web traffic	1	4.0	Profile

Task	Num	Imp	Source
80/20 Preference point calculation	1	1.0	Profile
Acquisition and Deployment	1	4.0	Profile
Assist with the IT technical functions	2	4.0	Profile
Compliance with the Audit Management Letter	1	4.0	Profile
Contribute in the Sub-Sub Programme's budgeting sessions	1	4.0	Profile
Co-ordinate implementation of Intranet systems and databases	1	4.0	Profile
Co-ordinate testing of Intranet systems	1	4.0	Profile
Designs own internal work processes to improve customer service	2	4.0	Profile
Filling of database forms and supporting documents	1	5.0	Profile
ICT SERVICE MANAGEMENT	1	5.0	Profile
ICT User Application Support Management	3	4.3	Profile
INFRASTRUCTURE SUPPORT AND ICT HARDWARE AND ICT SOFTWARE MANAGEMENT	1	4.0	Profile
Invitation of suppliers to register on Legislature's database	1	3.0	Profile
IT AND AV SUPPORT AND MAINTENANCE	1	5.0	Profile
Knowledge of ICT	3	5.0	Profile
Legislative knowledge	1	3.0	Profile
Maintain a list of prospective service providers	1	4.0	Profile
Monitor Legislature's web presence	1	4.0	Profile
Monitoring of compliance with policies in all transactions, projects and processes	1	4.0	Profile
Participate in conceptual and graphic design of high quality Intranet systems and relational databases	1	4.0	Profile
Payment processing and sundry payment compliance checklist	1	4.0	Profile
Recordkeeping	2	4.5	Profile
Research new techniques, technology, solutions and software	1	4.0	Profile
Review and conduct quality control of Intranet systems	1	4.0	Profile
Submit suppliers documents for vetting	1	3.0	Profile
Systems kept updated and maintenance on systems	1	5.0	Profile
Take care of vulnerabilities in Intranet systems	1	4.0	Profile
Test Intranet systems for vulnerabilities	1	4.0	Profile
Verification of required documents	1	5.0	Profile
Verification of restricted/blacklisted suppliers	1	4.0	Profile

Similarly, the **procurement related technicians** fit the OFO well. Only three employees correctly completed the skills audit questionnaire and were assessed against OFO code 2015-333905 *Supply Chain Practitioner*. The importance ratings show that there is a good match on the three roles included. There is no reason to expect further deviation on other roles as it is a standard transversal occupation.

Table 25 Importance Ratings for Supply Chain Related Technicians

	Task	Num	Imp	Source
<i>Job Title</i>	Inventory Clerk, SCM Practitioner: Travel, Supply Chain Management Officer			
<i>OFO Code</i>	2015-333905 Supply Chain Practitioner			
<i>Tasks</i>	Compiling inventories of furniture and other items received for storage	1	5	OFO
	Making sure that the business service purchased is made available to the buyer in the agreed format at the agreed time	3	3.7	OFO
	Negotiating contracts on behalf of seller or buyer and explaining terms of sale and payment to client	1	4	OFO
	Obtaining information about services to be sold and needs of prospective buyers	1	4	OFO
	Selling by auction various kinds of property, cars, commodities, livestock, art, jewellery and other objects	1	3	OFO
	Signing agreements on behalf of seller or buyer and ensuring that contract is honoured	1	4	OFO
	Adherence to all Legislature policies and procedures	1	4	Profile
	Asset control sheet	1	5	Profile
	Asset Management	1	4	Profile
	Check and approve all reservations/requisitions of inventory items	1	5	Profile
	Collection of invoices	1	5	Profile
	Create materials and run periodical MRP (Materials Requirements Planning) reports on Sap System	1	5	Profile
	Filing of booking vouchers	1	5	Profile
	Financial and asset management	1	4	Profile
	Financial Management Of Parliament and Provincial Legislatures Act Implementation	1	5	Profile
	Generation and interrogation of stock reports on SAP system	1	5	Profile
	Human resources management	1	2	Profile
	Knowledge of WCPP policy directives	1	5	Profile
	Materials creation and maintenance	1	5	Profile
	Operational Management	1	4	Profile
	Perform monthly reconciliation	1	5	Profile
	Procurement and Provisioning	1	5	Profile
	Promote sound administration to ensure organizational efficiencies	1	4	Profile
	Reconciliation report	1	5	Profile
	Required quotations and disposal report	1	5	Profile
	Sourcing of quotations	1	5	Profile
	Strategic Management	1	4	Profile
	Updated asset register	1	5	Profile

Clerical and Support Workers

Clerical Support workers make up the biggest cohort of employees in the sector with just under a quarter of all staff falling into this group. Having said that there is not a lot of variation in terms of their functions. The majority of the employees are made up of:

- Secretaries (2015-412101 Secretary (General))
- Committee Assistants / Committee Administrators (2015-412101 Secretary (General) or 2015-411101 General Clerk)
- Transcribers / Hansard Reporters (2015-413101 Word Processing Operator (Computer Assisted Transcript Operator))
- Reception / Switchboard Operators (2015-422601 Receptionist (General))
- Clerks per transversal functional area

The figure reported as clerks based on the initial desktop OFO mapping process includes occupations that (in hindsight) should not have been classified as clerks. The previous section showed that Committee Coordinators should be classified as technicians whereas there is a portion that were originally classified as clerks. Similarly, there needs to be a distinction between a **secretary** and a personal assistant. Personal Assistants or Executive Secretaries are responsible for supporting a single person, usually someone senior. The role therefore includes a high measure of responsibility over the running of the office. A secretary on the other hand deals with more routine administrative activities and may report to a single person or a team. When allocating secretaries therefore it is important to examine the level of responsibility so that they can be mapped correctly.

Based on the current mapping there are 227 **secretaries** in the 7 legislatures and 20 of those completed the skills audit. As is shown in Table 26, the match to the OFO is good.

Table 26 Task Importance for Secretaries

	Task	Num	Imp	Source
<i>Job Title</i>	Secretary			
<i>OFO Code</i>	2015-412101 Secretary (General)			
<i>Tasks</i>	Checking, formatting and transcribing correspondence, minutes and reports from dictation, electronic documents or written drafts to conform to office standards, using typewriter, personal computer or other word processing equipment	17	3.2	OFO
	Dealing with incoming or outgoing mail	20	3.3	OFO
	Dealing with routine correspondence on their own initiative	18	3.2	OFO
	Organizing and supervising filing systems	20	3.6	OFO
	Scanning, recording and distributing mail, correspondence and documents	20	3.5	OFO
	Screening and recording leave and other staff-members' entitlements	12	2.6	OFO

Task	Num	Imp	Source
Screening requests for meetings or appointments and helping to organize meetings	20	3.3	OFO
Using various computer software packages including spreadsheets to provide administrative support	18	2.8	OFO
Coordinating of traveling and other logistics for I/A section and Audit Committee members	15	3.3	Profile
Gathering of information in the section as of Internal Audit	11	2.5	Profile

Committee Coordinators were discussed in length under Technicians and Associate Professionals. **Committee Assistants** on the other hand work in the same are but are more focused on the administration elements of the function. It appears that committee assistants are predominantly in parliament (likely due to size) and not in the provincial legislatures. Since Parliament has not yet implemented the skills audit, data is limited. There were however, 3 employees from the Western Cape Legislature that completed their skills audit and based on their data, the assertion that the role is limited to administrative support to the committee is supported.

Table 27 Task Importance for Committee Assistant

	Task	Num	Imp	Source
<i>Job Title</i>	Committee Assistant			
<i>OFO Code</i>	2015-411101 General Clerk			
<i>Tasks</i>	Checking figures, preparing invoices and recording details of financial transactions made	2	2.5	OFO
	Photocopying and faxing documents	3	3.3	OFO
	Preparing reports and correspondence of a routine nature	3	2.3	OFO
	Recording issue of equipment to staff	2	2.5	OFO
	Recording, preparing, sorting, classifying and filing information	3	3.3	OFO
	Responding to telephone or electronic enquiries or forwarding to appropriate person	3	3.3	OFO
	Sorting, opening and sending mail	3	3.0	OFO
	Transcribing information onto computers, and proofreading and correcting copy	2	1.5	OFO

The professional occupations that are included in Hansard Services have already been discussed. The remaining occupation to be detailed **Hansard Reporters / Transcribers**. Hansard Reporters should not be confused with journalists. A Hansard Reporter writes the word-for-word account of the daily proceedings of the House. The core of their function is therefore related to transcription.

It is recommended that all transcribers be classified as *2015-413101 Word Processing Operator*. This may appear an odd match but one of the Specialisations / Alternative Titles for the occupation is *Computer Assisted Transcript Operator*. Table 28 shows that the OFO is a good match for the role. There may be value in adding *Hansard Reporter* as an additional specialization to the occupation.

Table 28 Task Importance for Transcribers

	Task	Num	Imp	Source
<i>Job Title</i>	Transcribing Typist, Hansard Transcriber			
<i>OFO Code</i>	2015-413101 Word Processing Operator (Computer Assisted Transcript Operator)			
<i>Tasks</i>	Checking completed work for proper spelling, grammar, punctuation and formatting	1	4	OFO
	Filing and storing completed documents on computer hard drive or disk, or maintain a computer filing system to store, retrieve or update documents	1	3	OFO
	Reproducing the spoken word, environmental sounds and song lyrics as captions for cinema and television programming	1	3	OFO
	Taking dictation and recording other matter in shorthand	1	4	OFO
	Transcribing information recorded in shorthand and on sound recording equipment	1	4	OFO
	Typing written material from rough drafts, corrected copies, voice recordings, or shorthand using a computer, word processor or typewriter	1	4	OFO

Receptionists are responsible for greeting clients and visitors, and responding to personal, telephone, email and written enquiries and requests. As is the case with the majority of transversal occupations, there is a clear link to the OFO and the task importance in Table 29 shows that the match is good.

Table 29 Task Importance for Receptionist

	Task	Num	Imp	Source
<i>Job Title</i>	Receptionist: Speakers Office			
<i>OFO Code</i>	2015-422601 Receptionist (General)			
<i>Tasks</i>	Dealing with telephone requests for information or appointments	1	5	OFO
	Directing clients to appropriate location or person	1	4	OFO
	Making appointments for clients	1	1	OFO
	Receiving and welcoming visitors, guests or clients	1	4	OFO
	Supplying information pamphlets, brochures or forms	1	1	OFO
	Arranging for official acknowledgement and referrals of correspondence, submissions, petitions, bills and other documents	1	4	Profile
	Ordering of stationery and other office requirements	1	4	Profile
	Provide administrative support, Maintaining the filing system	1	4	Profile
	Typing of correspondence, Preparing letter to Members, Management and officials, faxing of documents, Copies, Documents and Correspondence are filled and easily retrievable	1	4	Profile
	Usage of SAP	1	4	Profile

Finally, there are a large number of **Clerks** in the legislatures. These employees are responsible for ensuring the effective and efficient processing of administrative functions across a number of functional areas. These are transversal occupations and as such are well represented in the OFO. Individual employees should be classified according to functional area based on the following framework:

- General Clerks
 - 2015-411101 General Clerk
- Data Entry Clerks
 - 2015-413201 Data Entry Operator
- Accounting Clerks
 - 2015-431101 Accounts Clerk
 - 2015-431102 Cost Clerk
 - 2015-431103 Taxation Clerk
- HR related Clerks
 - 2015-431301 Payroll Clerk
 - 2015-441601 Human Resources Clerk
 - 2015-441602 Skills Development Administrator
 - 2015-441603 Compensation and Benefits Clerk
 - 2015-441604 Labour Relations Case Administrator
- SCM / Logistics related Clerks
 - 2015-432101 Stock Clerk / Officer
 - 2015-432102 Dispatching and Receiving Clerk / Officer
 - 2015-432103 Order Clerk / Officer
 - 2015-432104 Warehouse Administrator / Clerk
- Enquiry Clerks
 - 2015-422501 Enquiry Clerk
- Library Clerks
 - 2015-441101 Library Assistant
- Filing Clerks
 - 2015-441501 Filing or Registry Clerk

The functions of the clerks are well captured within the OFO and while there will certainly be contextual specialisation, the OFO occupations should be suitable to capture all the relevant posts in the sector. Table 30 shows the responses from 5 clerks from the skills audit.

Table 30 Task Importance for Finance and Registry Clerk

	Task	Num	Imp	Source
<i>Job Title</i>	Finance Clerk, Registry Clerk			
<i>OFO Code</i>	2015-431101 Accounts Clerk, 2015-441501 Filing or Registry Clerk			
<i>Tasks</i>	Finance Clerk			
	Calculating, preparing, and issuing bills, invoices, account statements, and other financial statements according to established procedures	3	2.7	OFO
	Checking figures, postings, and documents for correct entry, mathematical accuracy, and proper codes	3	3.3	OFO
	Classifying, recording, and summarizing numerical and financial data to compile and keep financial records using journals and ledgers or computers	3	2.7	OFO
	Compiling statistical, financial, accounting or auditing reports and tables pertaining to such matters as cash receipts, expenditures, accounts payable and receivable, and profits and losses	3	3.0	OFO
	Operating computers programmed with accounting software to record, store, and analyze information	3	2.3	OFO
	Assets and liability reconciliation	3	3.7	Profile
	Expenditure and revenue management	3	3.3	Profile
	Registry Clerk			
	Filing material in drawers, cabinets and storage boxes	2	3	OFO
	Keeping records of materials filed and removed	2	3	OFO
	Locating and remove materials from files when requested	2	3	OFO
	Photocopying, Scanning or Faxing documents	2	3	OFO
	Sorting or classifying materials according to guidelines such as content, purpose, user criteria, or chronological, alphabetical, or numerical order	2	3	OFO
	Assists the Registry Officer/Manager with liaison and coordination of the weekly Registry Program, as well as the compilation and coordination of daily sheets	1	3	Profile
	Controls and updates all incoming and outgoing registers of mail, newspapers. Etc	1	5	Profile
	Ensures accurate and timeous registration and distribution of internal/external mail	1	4	Profile
	Ensures control over the Registry office keys; safe; log books; pool vehicle keys; pool phone	1	1	Profile
	Ensures correct and accurate recording of all confidential mail, cheques, monies, invoices, statements	1	5	Profile
	Ensures correct and accurate use of office machinery	1	5	Profile
	Ensures regular liaison with the Registry Officer/Records Administrator	1	4	Profile
	Ensures the completion of requests of provisions and forwards to the Manager	1	2	Profile
	Registry Duties	1	5	Profile

In addition to the 'standard' clerks as discussed above, there are clerical functions specific to the sector. The functions are specific to a Legislature but as is the case in many of the occupations, if you reduce the posts to the core functions, it can be shown that the roles for the profile of a standard OFO occupation. For example, **Table Officers / Assistants** are included in the structure of 4 of the 7 legislatures. It refers to a post that supports the administrative process of tabling documents to the house. The tasks on the job profile includes:

- Compiling minutes
- Respond accurately and promptly to the requests for information for audit purposes
- Preparing reports and correspondence of a routine nature
- Transcribing information onto computers, and proofreading and correcting copy
- Recording, preparing, sorting, classifying and filing information
- Photocopying and faxing documents

While this will vary from legislature to legislature, the core of the post is managing the administration of documents and communicate. As such, it is a very close match to the tasks associated with a General Clerk. As a result, an appropriate OFO match would be: *2015-411101 General Clerk*

Service and Sales Workers

According to the OFO (2015), Service and sales workers provide:

“personal and protective services related to travel, housekeeping, catering, personal care, or protection against fire and unlawful acts, or demonstrate and sell goods in wholesale or retail shops and similar establishments, as well as at stalls and on markets.”

In the context of the legislatures this is almost exclusively related to Protection Officers / Security Guards. The only other occupation of note in the major group is *Waiter (2015-513101 Waiter)*. Both are transversal occupations that are well represented on the OFO.

There are 101 Security Officers in the 7 legislatures in the study. These should all be mapped to OFO code: *2015-541401 Security Officer*.

Table 31 Task Importance for Security Officers

	Task	Num	Imp	Source
<i>Job Title</i>	Protection Officer, Security Officer			
<i>OFO Code</i>	2015-541401 Security Officer.			
<i>Tasks</i>	Assisting in recruitment, interviewing, and selection of employees	1	4	OFO
	Controlling administrative operations such as budget planning, report preparation, expenditure on supplies, equipment and services	2	2.5	OFO

Task	Num	Imp	Source
Coordinating cooperation with other service provision agencies in the same or related fields	2	4	OFO
Developing, implementing and monitoring procedures, policies and standards for staff	2	5	OFO
Directing, supervising and evaluating the work activities of professional technical, clerical, service, maintenance, and other personnel	2	3.5	OFO
Establishing work schedules and procedures and co-coordinating activities with other work units or departments	2	4	OFO
Managing budgets, controlling expenditure and ensuring the efficient use of resources	2	3.5	OFO
Overseeing the selection, training and performance of staff	2	3.5	OFO
Planning, directing and coordinating the provision of services	2	4.5	OFO
Providing overall direction and management for a service, facility, organization or centre	2	2	OFO
Resolving work-related problems and preparing and submitting progress and other reports	2	3.5	OFO
Training and instructing employees in job duties, safety procedures and company policies, or arranging for training to be provided	2	4.5	OFO
Monitor and coordinate the provision of security service Legislature and related events	2	4.5	Profile
Assist in the and implementation of Occupational safety programs	2	4	Profile
Implement the Security Strategy to ensure compliance to Security Policy and regulations.	2	5	Profile
Monitor and coordinate the provision of security service at Speaker's residence.	2	4.5	Profile

Skills Craft and Related Trades Workers, Machine Operators and Elementary Occupations

There are very few employees in the last three major OFO categories with all three accounting for only 5% of employment. The occupations that are worthy of mentioning are:

- Driver
- Cleaner

There are different occupations to classify **drivers** based on the focus of their post. Employees can be classified into one of the following occupations:

- 2015-732101 Delivery Driver
- 2015-732102 Delivery Driver (Motorcycle)
- 2015-732201 Chauffeur

Similarly, there are a couple of choices in terms of allocating **cleaning staff** namely:

- 2015-811201 Commercial Cleaner
- 2015-811204 Caretaker / cleaner

Section 3: Job Titles with no match on the OFO

The previous section illustrated that the majority of occupations can be mapped to the OFO with a measure of confidence. The mapping is not perfect but nor does it have to be. The purpose of the OFO is to create a common language for classification and planning purposes and not to represent the nuances of all functions in the labour market.

Having said that, there are occupations that do not have a clear place in the OFO or that the proposed mapping is clumsy and misrepresents the core function of the roles. Most notable are:

- Serjeant-at-Arms
- Petitions Officer

Serjeant-at-Arms

According to the website of Parliament, the Serjeant-at-Arms is: *“an officer of the National Assembly who conducts the Speaker or Presiding Officer into the Chamber each sitting day, bearing the Mace.”*

The responsibilities of the post include:

- Maintaining the attendance register
- Keep order during meetings.
- Remove members who misconduct themselves

Currently, Sergeant-at-Arms is included as an alternative title for OFO Code 2015-335501 Detective. However, this was deemed inappropriate as the tasks associated with this occupation involve police work exclusively. It was proposed that the Serjeant-at-Arms be classified under *2015-143904 Security Services Manager* based on the function to maintain order. However, the single respondent to the skills audit indicated that none of the tasks on the OFO associated with the occupation are relevant to their role.

The job profile used in the assessment however, provides a very clear indication of the role and how it should be classified in the OFO. Each of the 6 tasks listed were rated as a maximum of 5 in terms of their importance to the job.

Table 32 Task importance for Serjeant-at-Arms

		Num	Imp	Source
<i>Alternative Titles</i>	None			
<i>OFO Code</i>	None			
<i>OFO Tasks</i>	Assists Procedural Advisers with arrangement of sittings	1	5	Profile
	Co-ordinate tabling of papers	1	5	Profile
	Develop and maintain a Tabling Register	1	5	Profile
	Ensuring compliance with security policy in and around Chamber	1	5	Profile
	Liaise with departmental, state enterprises and municipal staff	1	5	Profile
	Perform Ceremonial Duties during sittings	1	5	Profile

An examination of the OFO revealed that a possible location for Serjeant-at-Arms would be within the unit group 2015- 3359. The tasks for the unit group would need to be revised to include the parliamentary / legislative element.

Table 33 OFO structure for possible location of Serjeant-at-Arms

OFO Level	Code	Title
Major Group	2015-3	Technicians and Associate Professionals
Sub Major Group	2015-3	Business and Administration Associate Professionals
Minor Group	2015-335	Regulatory Government Associate Professionals
Unit Group	2015-3359	Government Regulatory Associate Professionals not Elsewhere Classified
Occupation	2015-335917	Serjeant-at-Arms
Alternate Title	2015-335917	Deputy Serjeant-at-Arms

Petitions Officer

The Petitions Officer forms a key role in terms of the Public Participation with the legislature. The employee will normally report into the manager of the Public Participation / Petitions unit. It is not entirely clear if the level of responsibility is consistent across the legislatures. On one hand, the function could be clerical in that the petitions are received, captured and fed into the appropriate process for processing. In this case, an appropriate OFO code would be either:

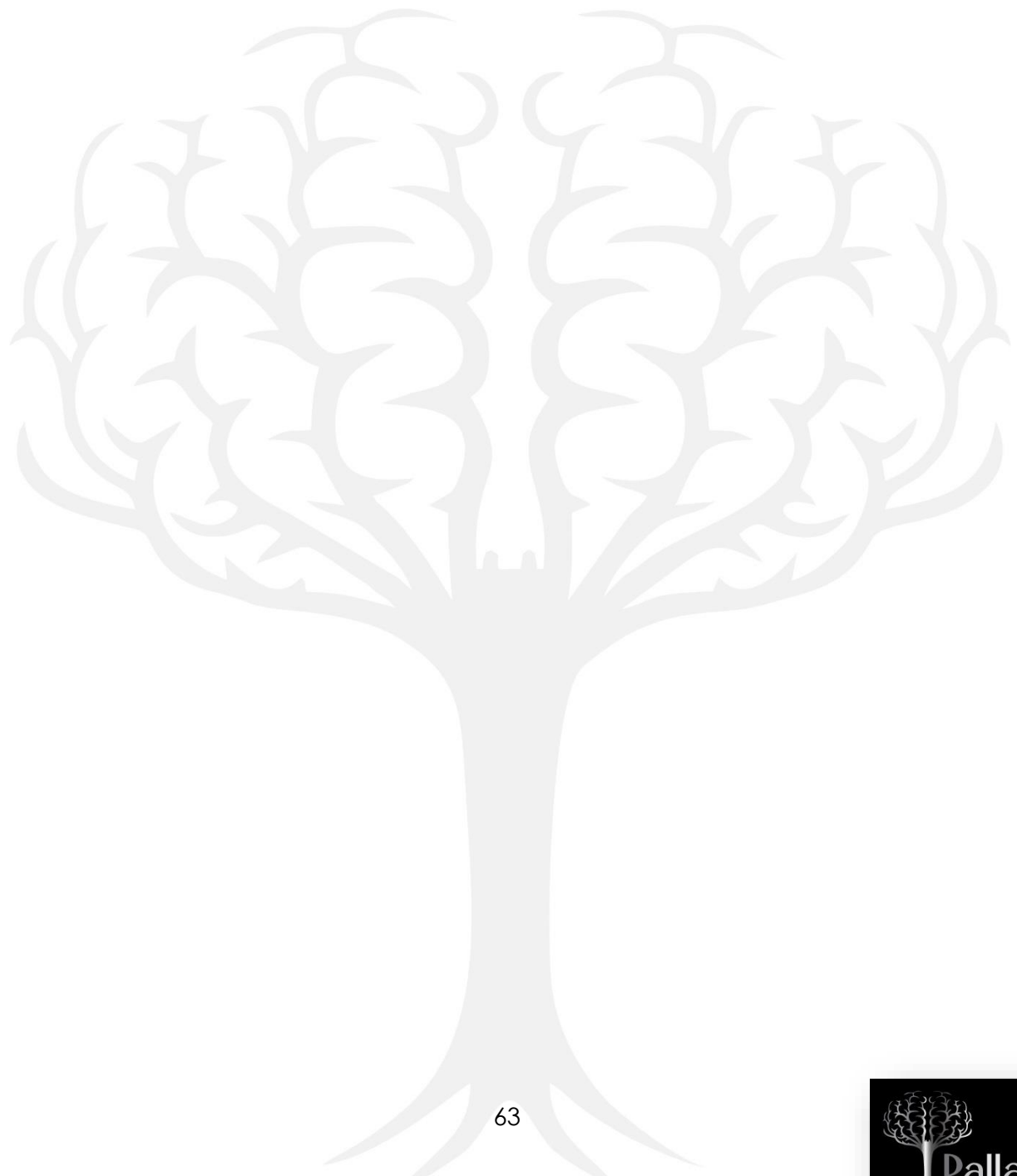
- 2015-422501 Enquiry Clerk
- 2015-441905 Account Clerk (Public Relations / Communication)

If the role is more senior, it may be more appropriate to classify it under:

- 2015-242213 Regulatory Affairs Officer (Petitions Officer can be added as an alternative title)

The unit group is very broad and includes a wide array of occupations. As such, the tasks are not particularly relevant. However, they can be expanded to include the “regulatory affairs” of legislatures.

Unfortunately, none of the Petitions Officers in the sample completed the skills audit. A process of engagement with the legislatures directly should assist in resolving this matter.



Conclusion and Way Forward

The report shows that the vast majority of jobs within the legislature can be mapped to the OFO. A complete list with recommended mapping to the OFO is included as a separate document. This mapping can be made more relevant by the following:

- Make submissions to DHET to add alternative titles that are relevant to the legislature to occupations on the OFO (as per summary attached).
- Engage with the legislatures for clarity on the following occupations:
 - Committee Coordinator
 - Procedural Officer
 - Serjeant-at-Arms
 - Petitions Officer
- Based on the input from legislatures make submissions to DHET to:
 - Expand tasks on OFO 2015-3341 so that scope includes Committee Coordinator and Procedural Officer
 - Expand tasks on OFO 2015-3359 so that scope includes Serjeant-at-Arms
 - Add occupations that are not reflected on the OFO

All of the above conclusions are based on a fairly small sample of data. While there is not expected to be large movements away from the conclusions drawn here, additional data would be beneficial in clarifying a number of areas. Therefore, if additional data (particularly from parliament) becomes available, the analysis will be updated and the mapping amended accordingly.

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