

*pccensus  
060829*

*Randy*



**Independent Communications Authority of South Africa**  
Pinmill Farm, 164 Katherine Street, Sandton  
Private Bag X10002, Sandton, 2146

**OFFICE OF THE CHAIRPERSON**  
TEL NO: (011) 321 8215  
FAX NO: (011) 321 8547

**TO : MR G. OLIPHANT  
CHAIRPERSON OF PCC**

**FAX NO : 021 – 403 2808**

**DATE : 25 AUGUST 2006**

**SUBJECT : Submission of ICASA Exit Report**

---

**Dear Mr Oliphant,**

**Attached is the Submission of ICASA Exit Report as requested.**

**Kind Regards  
Paris Mashile**



**Independent Communications Authority of South Africa**  
Pinmill Farm, 164 Katherine Street, Sandton  
Private Bag X10002, Sandton, 2146

**OFFICE OF THE CHAIRPERSON**  
Tel +2711 321-3215  
Fax +2711 321-2847

Mr. G Oliphant  
PC on Communications  
Parliament of the Republic of South Africa  
P O Box 15  
Cape Town  
8000

Dear Mr. Oliphant,

**RE: SUBMISSION OF ICASA EXIT REPORTS**

We refer to the meeting held on 20 June 2006 where ICASA undertook to appoint a consultant to conduct an assessment of ICASA exit reports. The Authority duly appointed Monyetla Executive Services and we attach their report herewith for your perusal.

The Council deliberated on this Report yesterday and wish to point out a few further facts for your consideration. Prior to our meeting with yourselves, Council had already identified that the Authority faced various challenges resulting in high staff turnover. The lack of capacity in the Human Resources Department was one of the major challenges identified. Specifically, the positioning of the department, managed by a Senior Manager reporting to the Chief Financial Officer within the Office of Finance and Business Support, was reviewed. Council resolved to appoint a General Manager: Human Resources reporting directly to the Chief Executive Officer. A recruitment process was undertaken but the ultimate successful candidate declined the offer.

As a result, still acknowledging the concerns facing us, Council resolved that an HR consulting firm urgently be appointed to address the challenges in the interim, which

P Mashilo (Chairperson), T Cohen, ZR Masiza, MM Zokwe (Councillors)  
JB Manche (Chief Executive Officer)

were also exacerbated by various necessary changes anticipated from the promulgation of the Electronic Communications and ICASA Amendment Acts on 19 July 2006.

The terms of reference for this consulting firm include inter alia:

- Change management plan;
- Induction and orientation programme;
- Skills development;
- Career pathing and succession planning;
- Equity plan;
- Finalising and implementing the revised salary grading exercise which is currently underway;
- Concluding the successful incorporation of postal regulator staff into ICASA;
- Managing the HR department in the interim;
- Employee Wellness; and
- Employee Industrial Relations.

Council has been mindful of the governance problem that exists as a result of the inconsistency between the PFMA and the ICASA Acts. Specifically, Section 38 of the PFMA provides that the CEO is the accounting officer whilst in terms of the ICASA Act, Council is the overall accounting body. In ensuring accountability, this has led to an inevitable blurring of roles between the CEO and Council

Council has since appointed a specialist who is drafting performance management contracts for Councillors and the CEO, which will contain key performance indicators and areas. The Council Charter is also being drafted and it will contain the Terms of Reference of Council and will include the roles, responsibilities and duties of Council. We are hopeful that this will alleviate some of those concerns and will address the problems outlined in this report.

The Council of ICASA will strive to ensure that the Authority becomes an employer of choice and that we will fulfil our mandate as required by the Constitution and the governing legislation.

I trust that you will find this in order and we remain at your disposal for further elaboration or clarification if required.

Sincerely,

  
Paul Mashile  
CHAIRPERSON: ICASA

Date of signature: 25/08/2006

**MONYETLA**  
**Executive Services**

**FINDING THE BEST TALENT FOR HIRE**

21 August 2006

The Chair of Council  
Independent Communications Authority of South Africa  
Pinmill Farm  
164 Katherine Street  
SANDTON  
2146

Dear Sir/Madam

**ANALYSIS OF THE STAFF EXIT REPORT DATED 2000 TO DATE AND ORGANISATIONAL ANALYSIS**

We hereby submit our report regarding the above analyses.

The attached report is a record of the results of our analyses and recommendations of the actions that we deem will be appropriate in addressing the concerns raised by ICASA. The report is set out in two sections, namely:

**SECTION A:** A summary, documenting objectives, scope, findings and recommendations.

**SECTION B:** High level implementation proposal.

This report contains findings that require actions from ICASA as per our recommendations.

We would be pleased to provide you with further assistance in as far as this report or recommendations cited herein are concerned and request that you do not hesitate to contact Dr M.E.C. Moleki on 083 265 0566, should you have any queries.

Monyetla Executive services would like to express it's appreciation to the Council, management and various staff members of ICASA who assisted during the course of the analyses.

Kind regards

Dr MEC Moleki  
CEO Monyetla Executive Services

**CONFIDENTIAL**

**REPORT ON THE ANALYSIS  
OF THE STAFF EXIT REPORT AND  
ORGANISATIONAL ANALYSIS**

**INDEPENDENT COMMUNICATIONS  
AUTHORITY OF SOUTH AFRICA**

Compiled by: *Monyetla Executive Services*

## MONYETLA EXECUTIVE SERVICES

### TABLE OF CONTENTS

1. Executive summary
2. Background and Introduction
  - 2.1 Our understanding of your requirements, project scope and agreed deliverables
  - 2.2 ICASA Legislative Mandate, vision and mission
3. Process followed
4. Organisational Review
  - 4.1 Analysis of staff exit reports
    - 4.1.1 Internal factors
      - 4.1.1.1 Governance
      - 4.1.1.2 Change Management
      - 4.1.1.3 Human Resources
      - 4.1.1.4 General Observations
    - 4.1.2 External factors
  - 4.2 Main problems identified
    - 4.2.1 Establishment of ICASA
    - 4.2.2 Taking over of new ICASA Council and Management
    - 4.2.3 Corporate Governance
    - 4.2.4 Decision making
    - 4.2.5 Performance indicators
    - 4.2.6 Communication lines
    - 4.2.7 Introduction and orientation within Authority
    - 4.2.8 Motivation and rewards
5. Recommendations
6. High level implementation proposal related to the findings
7. Conclusion

## 1. EXECUTIVE SUMMARY

Research done by Monyetla Executive Services has indicated, in general, the following shortcomings:

There is a lack of staff induction by ICASA at various levels, neither is there a proper performance plan or service-level agreement, and job profiling of the appraisal has been suspended.

A business plan, an equity plan, and skills development plan are non-existent, and no functional and external training is offered to staff. The absence of these essentials has, consequently, resulted in employees resigning to join other institutions.

Interference by the councillors with the duties of the CEO, senior managers and general managers, has impacted on the vast exit rate of employees.

In broad, we advise that ICASA, should implement the necessary adequate controls, as recommended. We, furthermore, recommend that clear roles and functions of individual officials should be thoroughly understood and implemented. That will improve ICASA's workflow process and prevent overlapping.

Since the findings revealed a widespread oversight by senior officials, which resulted in numerous resignations, we strongly recommend that ICASA make a thorough study of the Public Financial Management Act (PFMA), the ICASA Amendment Act, and the Electronic Communications Act. Although my brief did include the analysis of the above mentioned acts it is recommended that not only Council but the executive management and the whole ICASA staff should acquaint themselves with these Acts as they contain the mandate of the Authority.

## 2. BACKGROUND AND INTRODUCTION

### 2.1 Our understanding of your requirements project scope and agreed deliverables.

The Independent Communication Authority of South Africa requested Monyetla Executive Services to do an analysis of staff exit reports.

We were required to do the following:

- Analyse and assess the SWOT, of the Authority emerging from the reports.
- Analyse the challenges, perceived or real, faced by the resigned personnel during their period of employment with a view to informing the Council's strategy for the future.

- Assess and analyse the ultimate reasons for the resignations with a view to informing Councils strategy for attending to the concerns of staff.

The ultimate objective of the analysis is to optimise service delivery and to propose a staff retention model for ICASA. This report focuses on recommendations for the ideal organisational structure of Human Resources, high level roles and competencies required for specific positions.

## 2.2 ICASA Legislative Mandate, Vision and Mission

The mandate of ICASA is provided by the Independent Communications Authority of South Africa Act 13 of 2000 which was amended by the ICASA Amendment Act of 2006 and the Electronic Communications Act.

Functions of ICASA are, inter alia :

- To regulate broadcasting in the public interest
- To regulate communications in the public interest
- To achieve objectives in above mentioned statutes.

The Authority acts through the Council, which is the main policy and regulatory making body, both proactively and reactively.

### COUNCIL

Functions:

- Acts as the main policy formulating body
- Monitors the performance of the CEO and senior management
- Appoints the CEO
- Delegates administrative and managerial matters but cannot delegate its regulatory and policy responsibility
- May establish standing committees
- Responsible, together with the CEO, for strategic planning
- Controls the budget (performance of all financial matters and is subject to the Public Finance Management Act No 1 of 1999).



### THE VISION STATEMENT

To be a strong, service-oriented and responsive communications regulatory in South Africa.

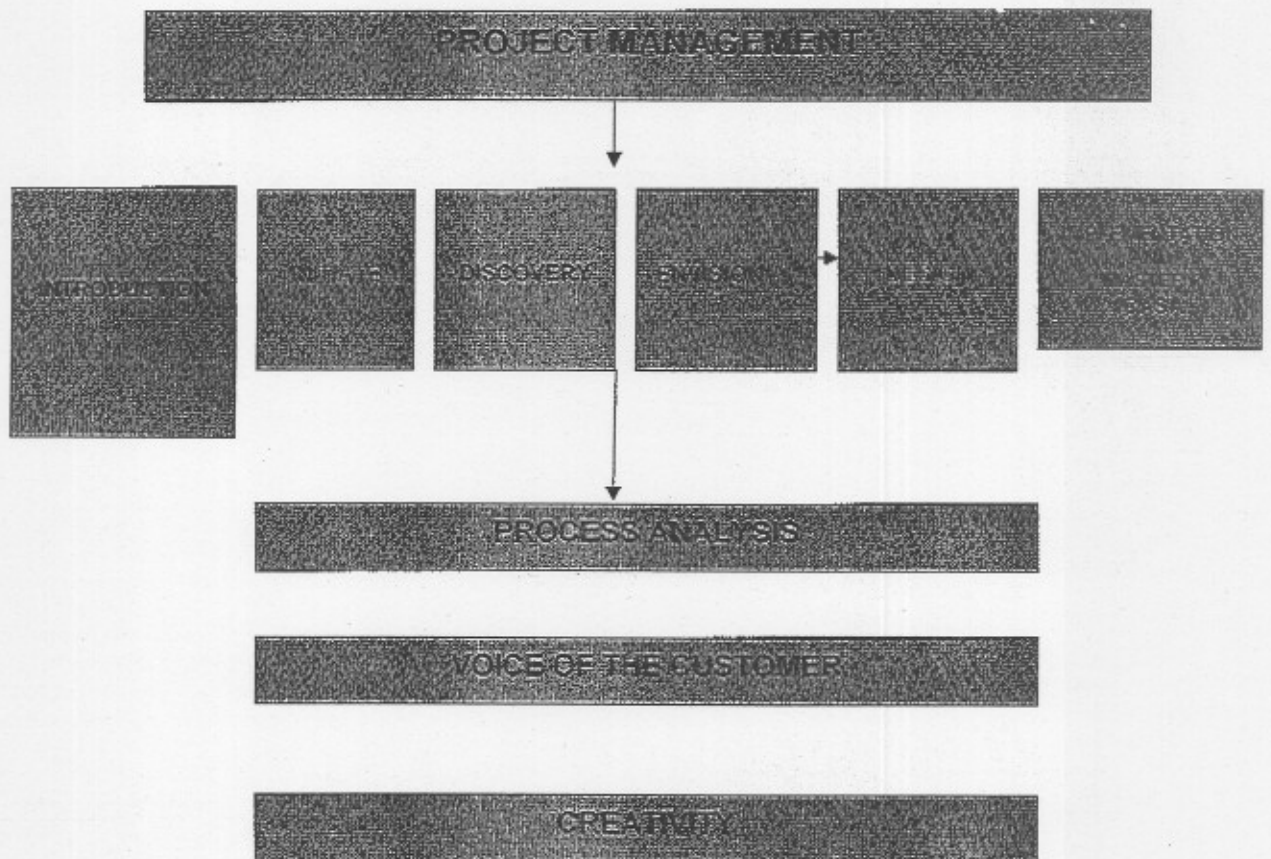
### MISSION STATEMENT

To increase access to communication services through the promotion of a competitive and socially responsive communication industry.

### 3. PROCESS FOLLOWED

The Monyetla Executive Services Process Driven Change (PDC) methodology was used to guide the project (*refer to figure 1*)

Figure 1



The Monyetla Executive Services Process Driven Change (PDC) framework focuses on the four levels of change, namely: process, organisation, people and resources - all of which can be manipulated to transform the environment of ICASA.

The PDC methodology consists of four stages:

- Stage I: Discovery
- Stage II and III: Visioning and Redesign
- Stage IV: Implementation

During the discovery stage the analysis and SWOT assessment were based on the following:

- During Authority's emerging report.
- The challenges, perceived or real that were faced by the personal, who resigned during their period of Appointment.
- Analysing the staff exit report
- Investigating individual roles and positions
- Determining competencies
- Determining potentials
- Interviewing individuals
- Setting high level benchmarking standards
- Documenting findings

The visioning and the redesign stages involved the development envisaged, blueprint future activities, roles and responsibilities within ICASA, based on benchmarking best practices, and best practice principles and research. Specific activities included:

- Conducting a gap analysis (current versus the future)
- Developing high level organisation
- Identifying required competencies for the proposed roles
- Developing high level roles and responsibilities

The implementation stage dealt with the implementation of the changes to be embedded in the organisation.

The four levels of change have been indicated in figure 2, namely:

- Organisation
- People
- Resources

Figure 2: Assessing needs across the four levels of change

