

Training Needs Analysis Report

Department of Health Mpumalanga Province



Financial and Supply Chain Management Competencies

Compiled by:
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school of government

Department:
National School of Government
REPUBLIC OF SOUTH AFRICA



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1. INTRODUCTION

The purpose of this report is to present the findings of the training needs analysis (TNA) which was completed for the Financial and Supply Chain Management competencies for the Department of Health in Mpumalanga Province. This report provides the background to the TNA, a description of the data sources as well as the data analysis process, an analysis of the personal information provided as well as a detailed analysis of the current and desired skills levels.

2. BACKGROUND

The National School of Government in close collaboration with the Department of Health Mpumalanga Province developed the training needs analysis instrument (**Annexure A**).

This approach is in line with the customised training needs analysis service that the NSG provides to client Departments. The National School of Government would also like to extend its gratitude to the management and staff of the Department of Health Mpumalanga Province for their cooperation during this process.

3. DATA SOURCE AND DATA CAPTURING

The data source for this training needs analysis report is the TNA questionnaire which was administered in 2016 at the Department of Health Mpumalanga Province (**Annexure A**). Sixty (60) Managers on salary levels completed the TNA questionnaire. These completed questionnaires were captured and analysed using Microsoft Excel.

4. DATA ANALYSIS AND PRESENTATION

Personal data is presented using descriptive data. The results were converted to percentage and it is presented graphically in the report.

The self-assessment section of the questionnaire (**section B**) was analysed and presented in the form of descriptive data in table format. Each table has two sections, namely it firstly depicts the **current** knowledge as rated by the respondent and thereafter the **desired** knowledge, both which are expressed in **percentage** terms. These skills level are described by the scale: basic, intermediate, advanced and expert. The information is provided in **table format** and the cells

containing the percentages have been formatted to **display these percentages visually**. The **trends** between reported current and desired knowledge levels is displayed in the table **immediately to the right** of every question.

Due to the aforementioned explanation, each table is not followed by a further narrative explanation but only by the identified trends in which the current knowledge is compared with desired knowledge levels regarding that specific skill.

This composite training needs analysis report therefore contains the **aggregated data** which provides the following insightful information:

- Summary of the self-rating of the current skills by staff. This information is presented per competency area and it provides senior management with the opportunity to assess whether this self-rating by staff was realistic i.e. in line with operational challenges and areas of excellence. It will therefore highlight both HR and HRD risks and opportunities.
- Summary of the needs of individual staff with reference to desired skill levels. This information is also presented per competency area and it provides a summary of the desired skills levels of employees which provides senior management with the opportunity to review whether these are realistic expectations given where the organisation is and where it strives to be in terms of service delivery.
- Each table presents both the aforementioned sets of aggregated data which allows for a visual comparison of the current skills levels versus the desired skill levels per competency area.
- The identified trend indicates the extent of the desired upskilling of staff per competency area.

The next section provides an overview of the personal data of respondents.

5. PERSONAL DATA

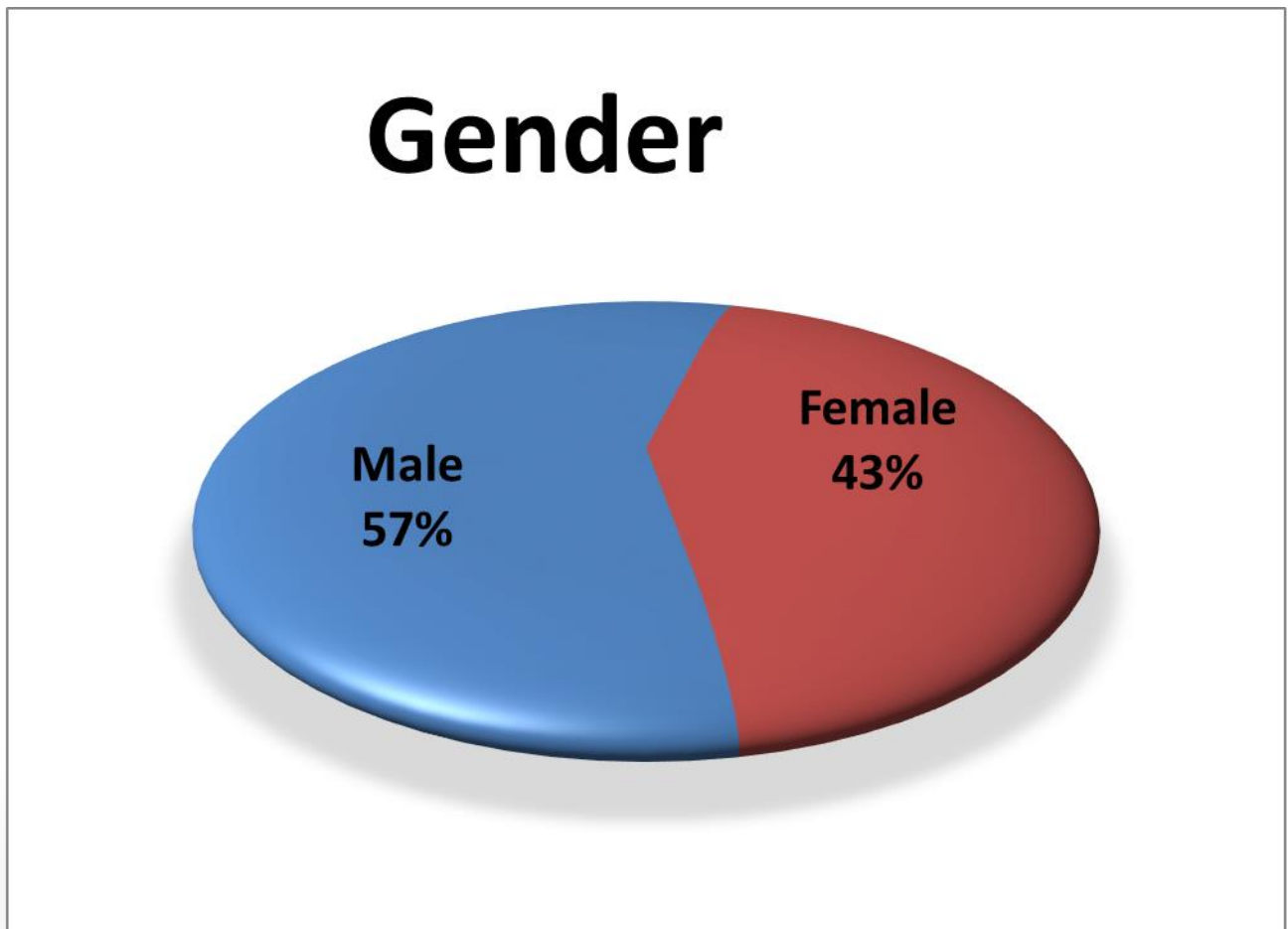
The personal data of respondents include the following profiles:

- Gender
- Age
- Highest formal qualifications
- Employment sector

The graph is presented first after which a description of the data follows.

5.1 GENDER PROFILE

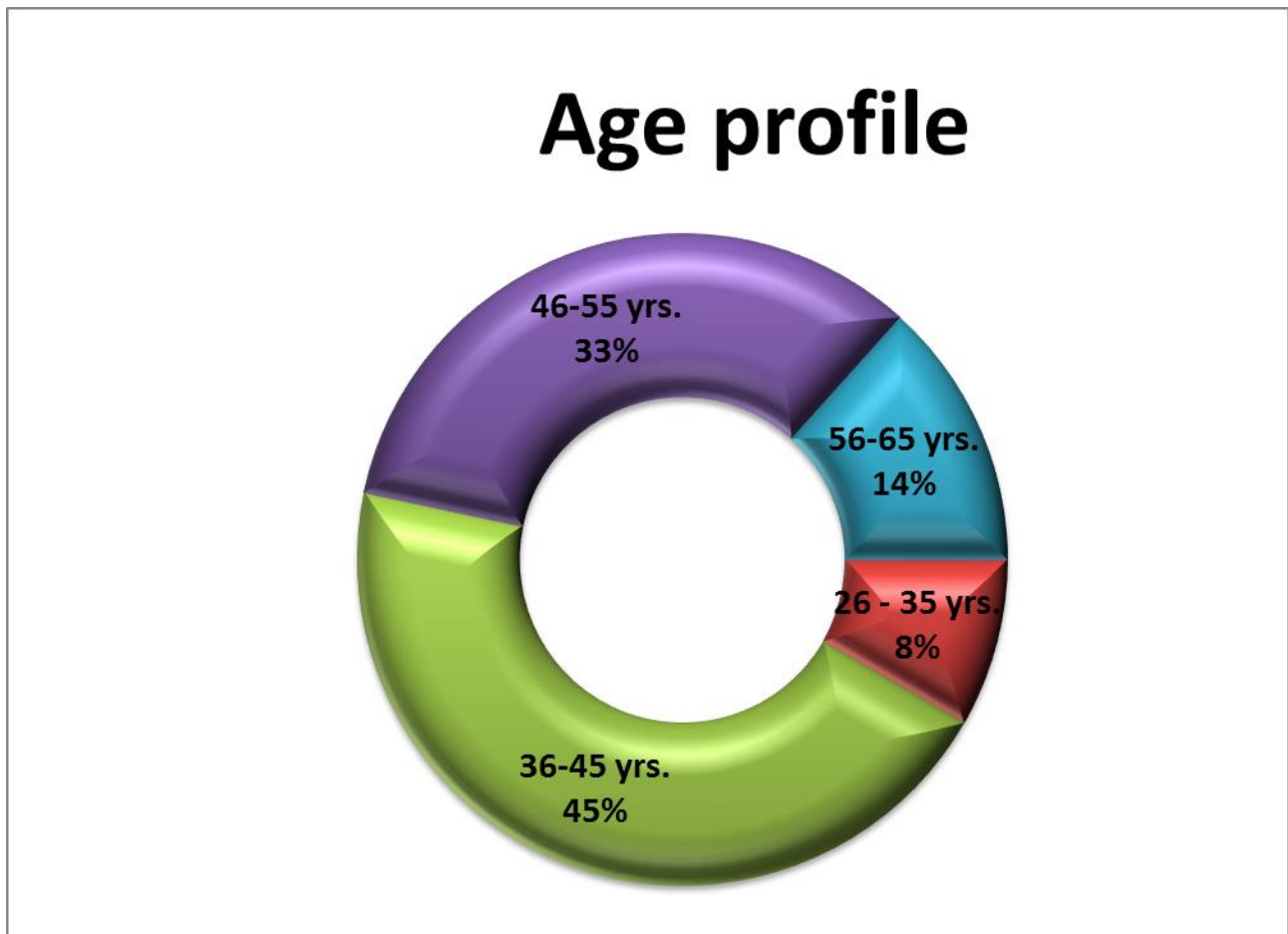
The following graph represents the gender profile of respondents.



The data profile indicates that majority of the respondents are males (57%) compared to females that represent 43% of the respondents.

5.2 AGE

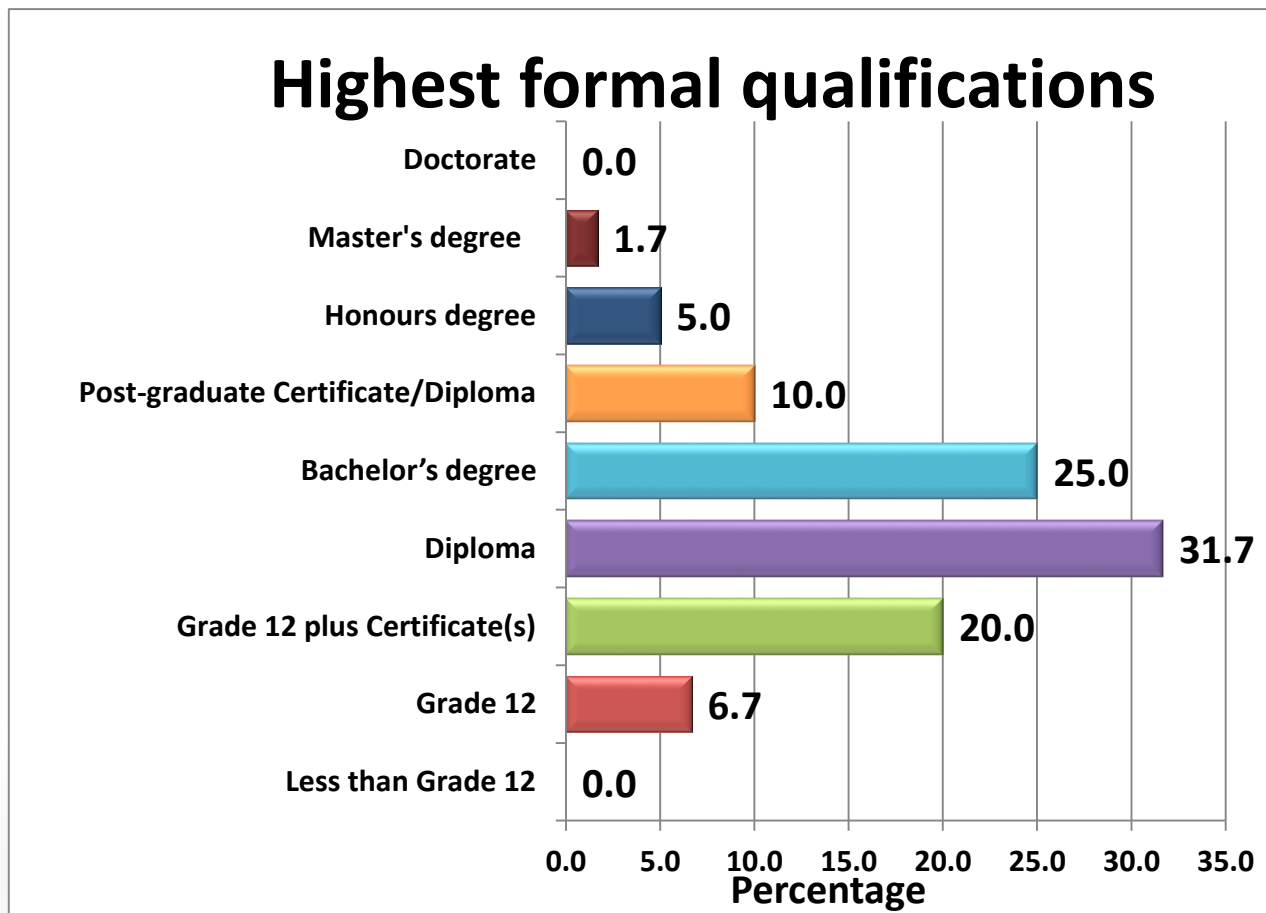
The following graph depicts the age profile of respondents.



The majority of respondents (45%) fall into the age category 36 - 45 years, while 33% of respondents fall into the age category 46 – 55 years. Fourteen percent (14%) fall in the category 56 - 65 years followed by 8% in the age category 26 35 years of age.

5.3 HIGHEST FORMAL QUALIFICATIONS

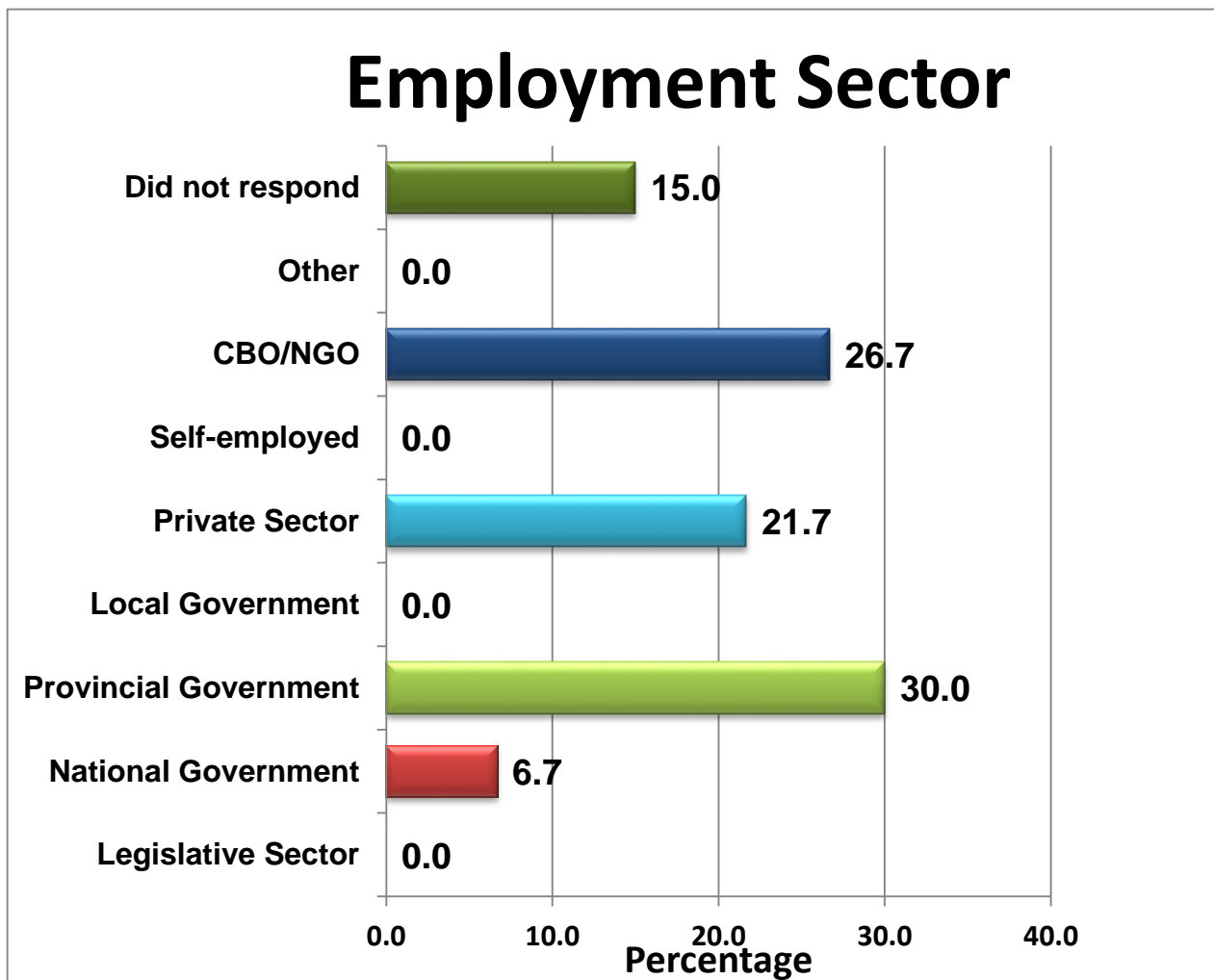
The following graph indicates the highest formal qualifications of respondents.



Most of the respondents (31.7%) reported that they have a Diploma as their highest qualification while the second highest percentage (25%) is respondents with a Bachelor's degree. Respondents with a Grade 12 plus Certificate(s) represents 20% and 10% reported to have a Post-graduate Certificate/Diploma. Respondents with a Grade 12 represents 6.7% while 5% of the respondents had an Honours degree. Only 1.7% of the respondents had a Master's degree as highest qualification.

5.4 EMPLOYMENT SECTOR

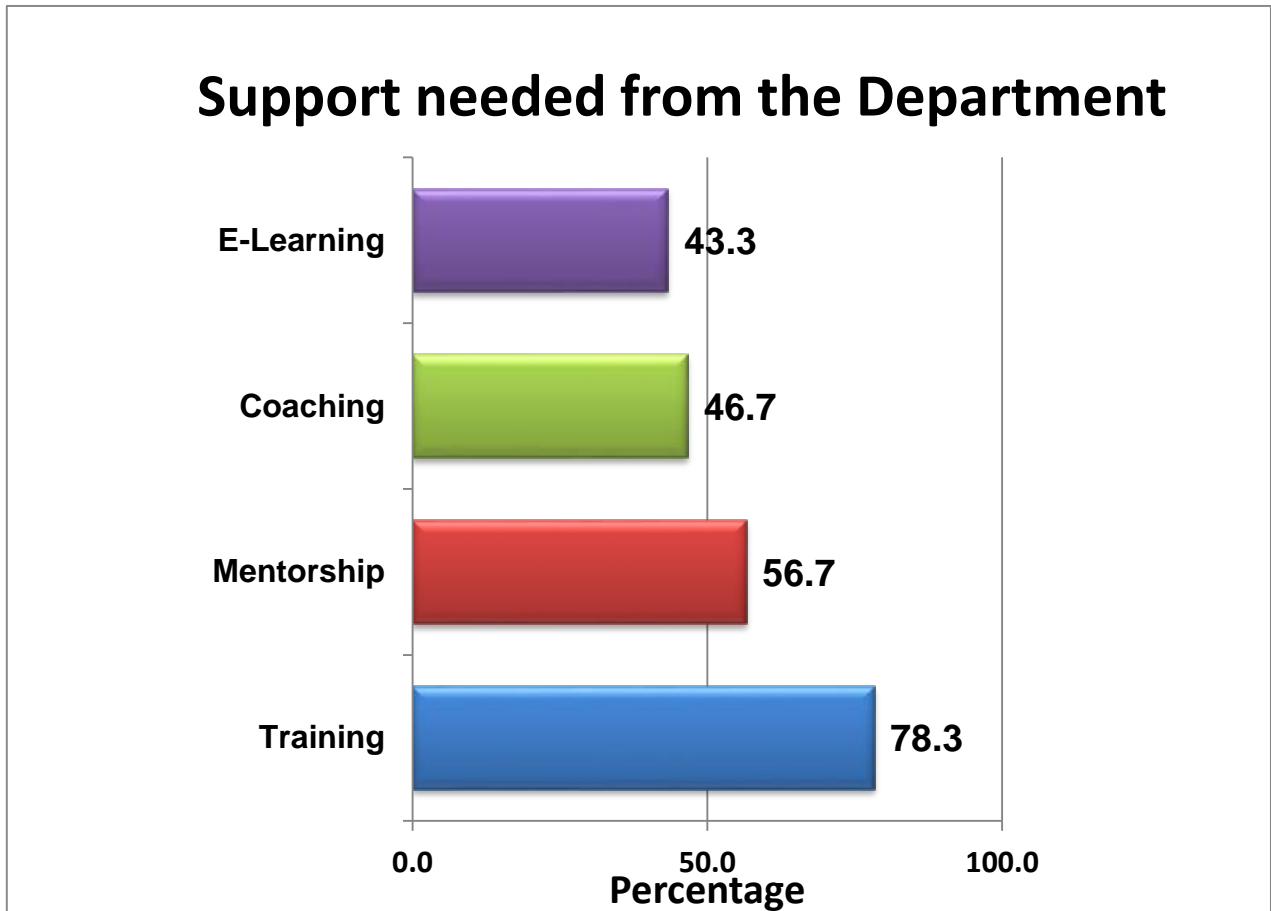
The following graph indicates the employment sectors of respondents prior to joining the Department.



Most of the respondents (30%) reported previous experience in Provincial Government, while 26.7% of respondents have experience in the CBO/NGO. The next highest percentage is Private Sector (21.7%) followed by National Government experience (6.7%). Surprisingly, 15% of the respondents did not answer this question.

5.5 SUPPORT NEEDED FROM THE DEPARTMENT

The graph indicates the support that respondents need from the Department in terms of mentorship, training, coaching, and eLearning as well as research assistance.



Most respondents (78.3%) indicated that they need training while 56.7% needs mentorship followed by coaching (46.7%) as a support factor. The respondents who need e-learning as a support represent 43.3%.

The next session deals with the current skills and projected training needs.

6. CURRENT SKILLS AND PROJECTED TRAINING NEEDS

This section deals with the results of the data analysis as it relates to current knowledge levels and desired knowledge levels. It is important to note that the respondents were requested to do a **self-assessment** of their current knowledge levels as well as their desired knowledge levels per skills area. These two ratings, expressed in percentage, are contrasted per skill area below. The information is provided in table format and the cells containing the percentages have been formatted to graphically depict these percentages visually. To the right of every table are the trends pertaining to reported current and desired knowledge levels.

6.1 FINANCIAL MANAGEMENT

This section of the questionnaire consisted of seven questions. The analysed data appears in the table below. Please refer to paragraph 6 above for an explanation of how the data was analysed and how it is reported on. In addition, the trend analysis is explained directly next to the table.

Financial Management					
Q1 - Preparing financial reports i.e. statements for the department (cash flow, general ledger accounts, etc.).					
	Current Knowledge (%)		Desired Knowledge (%)		Trend
Basic	56.7		3.3	Basic	-53.3
Intermediate	31.7		35.0	Intermediate	3.3
Advanced	10.0		43.3	Advanced	33.3
Expert	0.0		16.7	Expert	16.7
Did not respond	1.7		1.7	No response	0.0
Q2 - Preparing a monthly income and expenditure statement.					
	Current Knowledge (%)		Desired Knowledge (%)		Trend
Basic	40.0		1.7	Basic	-38.3
Intermediate	40.0		26.7	Intermediate	-13.3
Advanced	16.7		45.0	Advanced	28.3
Expert	1.7		23.3	Expert	21.7
Did not respond	1.7		3.3	No response	2.1
Q3 - My ability to ensure that transparency, accountability and responsibility, in terms of financial management, prevails in my department.					
	Current Knowledge (%)		Desired Knowledge (%)		Trend
Basic	16.7		0.0	Basic	-16.7
Intermediate	45.0		16.7	Intermediate	-28.3
Advanced	35.0		36.7	Advanced	1.7
Expert	3.3		43.3	Expert	40.0
Did not respond	0.0		3.3	No response	4.2
Q4 - Analyse financial reports by means of expenditure, commitment and residual ratios.					
	Current Knowledge (%)		Desired Knowledge (%)		Trend
Basic	21.7		0.0	Basic	-21.7
Intermediate	46.7		18.3	Intermediate	-28.3
Advanced	26.7		38.3	Advanced	11.7
Expert	5.0		36.7	Expert	31.7
Did not respond	0.0		6.7	No response	4.2

Q5 - Conduct a break-even analysis.					
	Current Knowledge (%)	Desired Knowledge (%)			Trend
Basic	51.7	3.3		Basic	-48.3
Intermediate	38.3	30.0		Intermediate	-8.3
Advanced	6.7	45.0		Advanced	38.3
Expert	1.7	20.0		Expert	18.3
Did not respond	1.7	1.7		No response	4.2
Q6 - Manage the petty cash.					
	Current Knowledge (%)	Desired Knowledge (%)			Trend
Basic	16.7	0.0		Basic	-16.7
Intermediate	35.0	16.7		Intermediate	-18.3
Advanced	35.0	38.3		Advanced	3.3
Expert	6.7	33.3		Expert	26.7
Did not respond	6.7	11.7		No response	4.2
Q7 - Manage accounts of suppliers and service providers.					
	Current Knowledge (%)	Desired Knowledge (%)			Trend
Basic	28.3	0.0		Basic	-28.3
Intermediate	20.0	18.3		Intermediate	-1.7
Advanced	41.7	26.7		Advanced	-15.0
Expert	5.0	45.0		Expert	40.0
Did not respond	5.0	10.0		No response	4.2
Q8 - Use spreadsheets in EXEL for financial decision-making.					
	Current Knowledge (%)	Desired Knowledge (%)			Trend
Basic	41.7	1.7		Basic	-40.0
Intermediate	28.3	21.7		Intermediate	-6.7
Advanced	25.0	31.7		Advanced	6.7
Expert	3.3	40.0		Expert	36.7
Did not respond	1.7	5.0		No response	4.2
Q9 - Applicability of cost and capital turnover ratios.					
	Current Knowledge (%)	Desired Knowledge (%)			Trend
Basic	60.0	3.3		Basic	-56.7
Intermediate	28.3	35.0		Intermediate	6.7
Advanced	8.3	40.0		Advanced	31.7
Expert	0.0	20.0		Expert	20.0
Did not respond	3.3	1.7		No response	4.2
Q10 - Ability to manage risks.					
	Current Knowledge (%)	Desired Knowledge (%)			Trend
Basic	33.3	0.0		Basic	-33.3
Intermediate	35.0	21.7		Intermediate	-13.3
Advanced	20.0	38.3		Advanced	18.3
Expert	1.7	26.7		Expert	25.0
Did not respond	10.0	13.3		No response	4.2







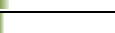








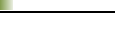








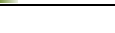











Q11 - Ensuring that service providers and suppliers are paid within the mandatory 30 day time frame.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	16.7	0.0	Basic -16.7
Intermediate	26.7	10.0	Intermediate -16.7
Advanced	41.7	30.0	Advanced -11.7
Expert	15.0	50.0	Expert 35.0
Did not respond	0.0	10.0	No response 4.2
Q12- Implementing financial controls.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	21.7	0.0	Basic -21.7
Intermediate	40.0	15.0	Intermediate -25.0
Advanced	33.3	35.0	Advanced 1.7
Expert	5.0	41.7	Expert 36.7
Did not respond	0.0	8.3	No response 4.2
Q13 - Overall need for training on financial management.			
	Desired level of knowledge (%)		
Basic	0.0		
Intermediate	21.7		
Advanced	35.0		
Expert	35.0		
Did not respond	8.3		

The trend in the table above is summarised in the two columns on the far right in the table above. A negative value means that a downward trend occurs from the reported percentage in the current knowledge section as compared to the desired knowledge section. A positive value means that an upward trend occurs from the current knowledge section to the desired knowledge section.

It is important to be aware of the fact that the downward trends do not mean that skills levels will decline. The downward trend is as a result of people expressing the need for a higher skill level in a particular skill area, resulting in lower percentages on the lower skill levels (basic and intermediate levels).

6.2 BUDGET MANAGEMENT

This section of the questionnaire consisted of seven questions. The analysed data appears in the table below. Please refer to paragraph 6 above for an explanation of how the data was analysed and how it is reported on. In addition, the trend analysis is explained directly below the table.

Budget Management				
Q1 - Applying budgetary techniques				
	Current Knowledge (%)		Desired Knowledge (%)	Trend
Basic	 33.3		1.7	Basic -31.7
Intermediate	 38.3		20.0	Intermediate -18.3
Advanced	 23.3		35.0	Advanced 11.7
Expert	 3.3		38.3	Expert 35.0
Did not respond	1.7		5.0	No response 3.3
Q2 - Linking the budget to the strategic plan.				
	Current Knowledge (%)		Desired Knowledge (%)	Trend
Basic	 21.7		1.7	Basic -20.0
Intermediate	 48.3		13.3	Intermediate -35.0
Advanced	 25.0		40.0	Advanced 15.0
Expert	 5.0		41.7	Expert 36.7
Did not respond	0.0		3.3	No response 2.1
Q3 - The utilization of a capital budget.				
	Current Knowledge (%)		Desired Knowledge (%)	Trend
Basic	 16.7		1.7	Basic -15.0
Intermediate	 43.3		11.7	Intermediate -31.7
Advanced	 33.3		38.3	Advanced 5.0
Expert	 6.7		45.0	Expert 38.3
Did not respond	0.0		3.3	No response 4.2
Q4 - The usage of goods and services budget.				
	Current Knowledge (%)		Desired Knowledge (%)	Trend
Basic	 8.3		0.0	Basic -8.3
Intermediate	 38.3		3.3	Intermediate -35.0
Advanced	 43.3		38.3	Advanced -5.0
Expert	 8.3		53.3	Expert 45.0
Did not respond	1.7		5.0	No response 4.2







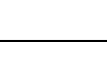



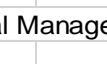

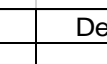







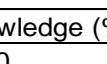











Q5 - Budgeting day-to-day expenditure.					
	Current Knowledge (%)	Desired Knowledge (%)			Trend
Basic	21.7	1.7		Basic	-20.0
Intermediate	30.0	13.3		Intermediate	-16.7
Advanced	45.0	33.3		Advanced	-11.7
Expert	3.3	50.0		Expert	46.7
Did not respond	0.0	1.7		No response	4.2
Q6 - Your understanding of the 'value for money' principle as it applies to management of the goods and services budget.					
	Current Knowledge (%)	Desired Knowledge (%)			Trend
Basic	6.7	0.0		Basic	-6.7
Intermediate	31.7	5.0		Intermediate	-26.7
Advanced	55.0	30.0		Advanced	-25.0
Expert	6.7	58.3		Expert	51.7
Did not respond	0.0	6.7		No response	4.2
Q7 - Overall need for training on budget					
	Desired level of knowledge (%)				
Basic	0.0				
Intermediate	10.0				
Advanced	41.7				
Expert	40.0				
Did not respond	8.3				

The trend in the table above is summarised in the two columns on the far right in the table above. A negative value means that a downward trend occurs from the reported percentage in the current knowledge section as compared to the desired knowledge section. A positive value means that an upward trend occurs from the current knowledge section to the desired knowledge section.

It is important to be aware of the fact that the downward trends do not mean that skills levels will decline. The downward trend is as a result of people expressing the need for a higher skill level in a particular skill area, resulting in lower percentages on the lower skill levels (basic and intermediate levels).

6.3 FINANCIAL ADMINISTRATION

This section of the questionnaire consisted of seven questions. The analysed data appears in the table below. Please refer to paragraph 6 above for an explanation of how the data was analysed and how it is reported on. In addition, the trend analysis is explained directly below the table.

Financial Administration			
Q1 - My knowledge of the Public Financial Management Act (PFMA).			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	 8.3	 0.0	Basic -8.3
Intermediate	 41.7	 8.3	Intermediate -33.3
Advanced	 46.7	 36.7	Advanced -10.0
Expert	 3.3	 51.7	Expert 48.3
Did not respond	0.0	3.3	No response 3.3
Q2 - My knowledge and ability to use the BAS accounting system.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	 43.3	 1.7	Basic -41.7
Intermediate	 25.0	 23.3	Intermediate -1.7
Advanced	 28.3	 33.3	Advanced 5.0
Expert	 1.7	 38.3	Expert 36.7
Did not respond	1.7	3.3	No response 2.1
Q3 - My ability to compile all the necessary documentation for tax purposes.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	 56.7	 3.3	Basic -53.3
Intermediate	 30.0	 36.7	Intermediate 6.7
Advanced	 10.0	 33.3	Advanced 23.3
Expert	 1.7	 25.0	Expert 23.3
Did not respond	1.7	1.7	No response 4.2
Q4 - My knowledge and ability to use the PERSAL system.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	 66.7	 8.3	Basic -58.3
Intermediate	 16.7	 33.3	Intermediate 16.7
Advanced	 11.7	 26.7	Advanced 15.0
Expert	 3.3	 26.7	Expert 23.3
Did not respond	1.7	5.0	No response 4.2

Q5 - My knowledge and ability to do a bank reconciliation.					
	Current Knowledge (%)	Desired Knowledge (%)			Trend
Basic	60.0	5.0		Basic	-55.0
Intermediate	28.3	33.3		Intermediate	5.0
Advanced	10.0	38.3		Advanced	28.3
Expert	0.0	21.7		Expert	21.7
Did not respond	1.7	1.7		No response	6.3
Q6 - My ability to submit tax documentation using the e-filing system.					
	Current Knowledge (%)	Desired Knowledge (%)			Trend
Basic	56.7	5.0		Basic	-51.7
Intermediate	28.3	33.3		Intermediate	5.0
Advanced	13.3	35.0		Advanced	21.7
Expert	1.7	25.0		Expert	23.3
Did not respond	0.0	1.7		No response	2.1
Q7 - Overall need for training on financial administration.					
	Desired level of knowledge (%)				
Basic	1.7				
Intermediate	26.7				
Advanced	36.7				
Expert	30.0				
Did not respond	5.0				

The trend in the table above is summarised in the two columns on the far right in the table above. A negative value means that a downward trend occurs from the reported percentage in the current knowledge section as compared to the desired knowledge section. A positive value means that an upward trend occurs from the current knowledge section to the desired knowledge section.

It is important to be aware of the fact that the downward trends do not mean that skills levels will decline. The downward trend is as a result of people expressing the need for a higher skill level in a particular skill area, resulting in lower percentages on the lower skill levels (basic and intermediate levels).

6.4 DEMAND MANAGEMENT

This section of the questionnaire consisted of seven questions. The analysed data appears in the table below. Please refer to paragraph 6 above for an explanation of how the data was analysed and how it is reported on. In addition, the trend analysis is explained directly below the table.

Demand Management			
Q1 - Ability to determine the projected demand for assets for the subsequent financial year.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	26.7	0.0	-26.7
Intermediate	43.3	21.7	-21.7
Advanced	28.3	38.3	10.0
Expert	1.7	40.0	38.3
Did not respond	0.0	0.0	No response 0.0
Q2 - My ability to ensure that requirements of demand are linked to the budget.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	21.7	0.0	-21.7
Intermediate	36.7	16.7	-20.0
Advanced	36.7	36.7	0.0
Expert	5.0	43.3	38.3
Did not respond	0.0	3.3	No response 2.1
Q3 - My ability to conduct a needs analysis to ensure that goods and services are acquired in order to meet the agreed performance targets.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	20.0	0.0	-20.0
Intermediate	45.0	15.0	-30.0
Advanced	28.3	41.7	13.3
Expert	6.7	40.0	33.3
Did not respond	0.0	3.3	No response 2.1
Q4 - My ability to link the strategic needs of the department with demand management.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	23.3	1.7	-21.7
Intermediate	46.7	13.3	-33.3
Advanced	26.7	41.7	15.0
Expert	3.3	43.3	40.0
Did not respond	0.0	0.0	No response 4.2

Q5 - Overall need for training ondemand management.	
	Desired level of knowledge (%)
Basic	1.7
Intermediate	16.7
Advanced	41.7
Expert	35.0
Did not respond	5.0

The trend in the table above is summarised in the two columns on the far right in the table above. A negative value means that a downward trend occurs from the reported percentage in the current knowledge section as compared to the desired knowledge section. A positive value means that an upward trend occurs from the current knowledge section to the desired knowledge section.

It is important to be aware of the fact that the downward trends do not mean that skills levels will decline. The downward trend is as a result of people expressing the need for a higher skill level in a particular skill area, resulting in lower percentages on the lower skill levels (basic and intermediate levels).

6.5 ACQUISITION MANAGEMENT

This section of the questionnaire consisted of seven questions. The analysed data appears in the table below. Please refer to paragraph 6 above for an explanation of how the data was analysed and how it is reported on. In addition, the trend analysis is explained directly below the table.

Acquisition Management					
Q1 - Ability to adjudicate bids, in accordance with published criteria.					
	Current Knowledge (%)		Desired Knowledge (%)		Trend
Basic	30.0		1.7	Basic	-28.3
Intermediate	30.0		20.0	Intermediate	-10.0
Advanced	31.7		36.7	Advanced	5.0
Expert	5.0		35.0	Expert	30.0
Did not respond	3.3		6.7	No response	2.1
Q2 - Ability to manage the acquisition of assets.					
	Current Knowledge (%)		Desired Knowledge (%)		Trend
Basic	28.3		0.0	Basic	-28.3
Intermediate	36.7		21.7	Intermediate	-15.0
Advanced	31.7		38.3	Advanced	6.7
Expert	3.3		36.7	Expert	33.3
Did not respond	0.0		3.3	No response	2.1
Q3 - My ability to determine the total cost of ownership of assets.					
	Current Knowledge (%)		Desired Knowledge (%)		Trend
Basic	38.3		3.3	Basic	-35.0
Intermediate	33.3		25.0	Intermediate	-8.3
Advanced	23.3		33.3	Advanced	10.0
Expert	3.3		30.0	Expert	26.7
Did not respond	1.7		8.3	No response	4.2
Q4 - MAbility to prepare bid documents, including evaluation criteria.					
	Current Knowledge (%)		Desired Knowledge (%)		Trend
Basic	31.7		3.3	Basic	-28.3
Intermediate	41.7		16.7	Intermediate	-25.0
Advanced	21.7		41.7	Advanced	20.0
Expert	5.0		35.0	Expert	30.0
Did not respond	0.0		3.3	No response	2.1

Q5 - My knowledge and ability to manage tender processes.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	50.0	3.3	Basic -46.7
Intermediate	28.3	26.7	Intermediate -1.7
Advanced	20.0	35.0	Advanced 15.0
Expert	1.7	30.0	Expert 28.3
Did not respond	0.0	5.0	No response 2.1
Q6 - My ability to ensure that the proper contractual agreements and documentation are signed.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	41.7	1.7	Basic -40.0
Intermediate	33.3	26.7	Intermediate -6.7
Advanced	21.7	35.0	Advanced 13.3
Expert	3.3	33.3	Expert 30.0
Did not respond	0.0	3.3	No response 4.2
Q7 - Overall need for acquisition management.			
	Desired level of knowledge (%)		
Basic	3.3		
Intermediate	18.3		
Advanced	38.3		
Expert	31.7		
Did not respond	8.3		

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6.6 LOGISTICS/ASSET MANAGEMENT

This section of the questionnaire consisted of seven questions. The analysed data appears in the table below. Please refer to paragraph 6 above for an explanation of how the data was analysed and how it is reported on. In addition, the trend analysis is explained directly below the table.

Logistics/Asset Management			
Q1 - Ability to compile an asset register.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	43.3	5.0	Basic -38.3
Intermediate	38.3	20.0	Intermediate -18.3
Advanced	13.3	48.3	Advanced 35.0
Expert	1.7	23.3	Expert 21.7
Did not respond	3.3	3.3	No response 2.1
Q2 - My ability to set the inventory level.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	53.3	3.3	Basic -50.0
Intermediate	25.0	28.3	Intermediate 3.3
Advanced	18.3	40.0	Advanced 21.7
Expert	0.0	25.0	Expert 25.0
Did not respond	3.3	3.3	No response 2.1
Q3 - My ability to distribute and receive material and assets.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	40.0	0.0	Basic -40.0
Intermediate	35.0	26.7	Intermediate -8.3
Advanced	16.7	40.0	Advanced 23.3
Expert	6.7	28.3	Expert 21.7
Did not respond	1.7	5.0	No response 2.1
Q4 - My ability to manage the asset register, thus regular stock taking.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	41.7	1.7	Basic -40.0
Intermediate	35.0	21.7	Intermediate -13.3
Advanced	18.3	41.7	Advanced 23.3
Expert	3.3	30.0	Expert 26.7
Did not respond	1.7	5.0	No response 2.1

































Q5 - Overall need for training in Logistics/ Asset Management	
	Desired level of knowledge (%)
Basic	3.3
Intermediate	25.0
Advanced	41.7
Expert	23.3
Did not respond	6.7





















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6.7 DISPOSAL MANAGEMENT

This section of the questionnaire consisted of seven questions. The analysed data appears in the table below. Please refer to paragraph 6 above for an explanation of how the data was analysed and how it is reported on. In addition, the trend analysis is explained directly below the table.

Disposal Management			
Q1 -My understanding of the disposal of movable assets and letting of immovable property.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	 38.3	 3.3	Basic -35.0
Intermediate	 40.0	 20.0	Intermediate -20.0
Advanced	 18.3	 46.7	Advanced 28.3
Expert	 1.7	 26.7	Expert 25.0
Did not respond	1.7	3.3	No response 2.1
Q2 - My ability to manage the depreciation of assets.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	 56.7	 6.7	Basic -50.0
Intermediate	 30.0	 31.7	Intermediate 1.7
Advanced	 8.3	 35.0	Advanced 26.7
Expert	 1.7	 21.7	Expert 20.0
Did not respond	3.3	5.0	No response 2.1
Q3 - My knowledge of how to maintain a database of redundant assets.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	 58.3	 5.0	Basic -53.3
Intermediate	 23.3	 30.0	Intermediate 6.7
Advanced	 13.3	 36.7	Advanced 23.3
Expert	 3.3	 23.3	Expert 20.0
Did not respond	1.7	5.0	No response 2.1
Q4 - My ability to inspect assets for potential re-use.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	 51.7	 3.3	Basic -48.3
Intermediate	 28.3	 30.0	Intermediate 1.7
Advanced	 15.0	 33.3	Advanced 18.3
Expert	 3.3	 28.3	Expert 25.0
Did not respond	1.7	5.0	No response 2.1

Q5 - My ability to determine a disposal strategy.				
	Current Knowledge (%)	Desired Knowledge (%)		Trend
Basic	 53.3	 5.0	Basic	-48.3
Intermediate	 26.7	 25.0	Intermediate	-1.7
Advanced	 16.7	 36.7	Advanced	20.0
Expert	 1.7	 30.0	Expert	28.3
Did not respond	1.7	3.3	No response	2.1
Q6 - My ability to execute the physical disposal process.				
	Current Knowledge (%)	Desired Knowledge (%)		Trend
Basic	 46.7	 5.0	Basic	-41.7
Intermediate	 28.3	 21.7	Intermediate	-6.7
Advanced	 20.0	 38.3	Advanced	18.3
Expert	 3.3	 30.0	Expert	26.7
Did not respond	1.7	5.0	No response	2.1
Q7 - Overall need for training on disposal management.				
	Desired level of knowledge (%)			
Basic	 3.3			
Intermediate	 28.3			
Advanced	 38.3			
Expert	 21.7			
Did not respond	8.3			

The trend in the table above is summarised in the two columns on the far right in the table above. A negative value means that a downward trend occurs from the reported percentage in the current knowledge section as compared to the desired knowledge section. A positive value means that an upward trend occurs from the current knowledge section to the desired knowledge section.

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6.8 TRANSPORTATION MANAGEMENT

This section of the questionnaire consisted of seven questions. The analysed data appears in the table below. Please refer to paragraph 6 above for an explanation of how the data was analysed and how it is reported on. In addition, the trend analysis is explained directly below the table.

Transportation Management			
Q1 - My ability to implement policy with reference to transportation related assets such as government vehicles.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	31.7	1.7	-30.0
Intermediate	33.3	20.0	-13.3
Advanced	30.0	40.0	10.0
Expert	5.0	35.0	30.0
Did not respond	0.0	3.3	4.2
Q2 - My competency with reference to transportation execution (i.e. implementing transportation routes such as bus routes for scholar pick up).			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	63.3	6.7	-56.7
Intermediate	20.0	38.3	18.3
Advanced	10.0	33.3	23.3
Expert	5.0	18.3	13.3
Did not respond	1.7	3.3	4.2
Q3 - My competency with reference to transportation follow-up (i.e. physical or administrative operations regarding transportation).			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	50.0	6.7	-43.3
Intermediate	28.3	28.3	0.0
Advanced	15.0	38.3	23.3
Expert	5.0	23.3	18.3
Did not respond	1.7	3.3	4.2
Q4 - My competency to plan and optimize transport rounds.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	38.3	5.0	-33.3
Intermediate	40.0	25.0	-15.0
Advanced	15.0	43.3	28.3
Expert	5.0	23.3	18.3
Did not respond	1.7	3.3	4.2

Q5 - My competency to select the most cost effective transportation provider.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	51.7	5.0	-46.7
Intermediate	33.3	28.3	-5.0
Advanced	8.3	41.7	33.3
Expert	5.0	21.7	16.7
Did not respond	1.7	3.3	4.1

Q6 - My ability to manage a government fleet including providing support services when vehicles break down.			
	Current Knowledge (%)	Desired Knowledge (%)	Trend
Basic	41.7	1.7	-40.0
Intermediate	33.3	28.3	-5.0
Advanced	20.0	40.0	20.0
Expert	5.0	26.7	21.7
Did not respond	0.0	3.3	4.2

Q7 - Overall need for training in transportation management.	
	Desired level of knowledge (%)
Basic	5.0
Intermediate	30.0
Advanced	35.0
Expert	21.7
Did not respond	8.3

The trend in the table above is summarised in the two columns on the far right in the table above. A negative value means that a downward trend occurs from the reported percentage in the current knowledge section as compared to the desired knowledge section. A positive value means that an upward trend occurs from the current knowledge section to the desired knowledge section.

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7. GENERAL REMARKS

The current as well as desired knowledge levels expressed in this report, represents the views of the respondents. Other sources such as performance reviews, audit outcomes etc. will also be useful in confirming the prioritised list of developmental interventions planned for the Department.

8. CONCLUSION

This report provided an introduction, background and it explained the sources consulted to extract data. Data capturing and analysis was explained. The personal data results were presented first after which the reported current knowledge as well as projected training needs were presented and explained. This report should not be seen as a rigid guideline for skills development in the Department but as an input for consideration during skills planning.

You are welcome to contact the National School of Government if you need any further information or clarity regarding this report.

ANNEXURE A

Questionnaire for Financial and Supply Chain Management: Department of Health

The purpose of this questionnaire is to capture your needs with reference to training as it relates to *general management competencies*. Please take note the completion of this tool will not assist in performance appraisal or any other personal benefit other than identifying your training needs.

The questionnaire is segmented into the following three sections:

- Section A: Biographical information
- Section B: Self-assessment
- Section C: Additional information

The questionnaire is confidential and should be completed honestly and with a sense of ownership to the content and process.

INSTRUCTIONS: PLEASE RESPOND BY MAKING A CROSS (X) NEXT TO THE APPROPRIATE OPTION THAT BEST DESCRIBE YOURSELF. ALTERNATIVELY SUPPLY THE INFORMATION REQUESTED WHERE NECESSARY.

Section A: Biographical information

For official use

1 **Full Name and Surname:** -----

2. **Unit at which you are currently working:**-----

3. **Please indicate your gender:**

Male 1

Female 2

4. **Into which age group do you fall?** Please tick the appropriate block.

25 yrs. and younger 1 26 – 35 yrs. 2 36-45 yrs. 3 46-55 yrs. 4
 56-65 yrs. 5

5. **What is your highest formal educational qualification(s)? Please select from the options provided**

Less than Grade 12	<input type="checkbox"/> 1	Grade 12	<input type="checkbox"/> 2	Grade 12 plus Certificate (s)	<input type="checkbox"/> 3
Diploma	<input type="checkbox"/> 4	Bachelor’s degree	<input type="checkbox"/> 5	Post-graduate Certificate/Diploma	<input type="checkbox"/> 6
Honours degree	<input type="checkbox"/> 7	Master’s degree	<input type="checkbox"/> 8	Doctorate	<input type="checkbox"/> 9

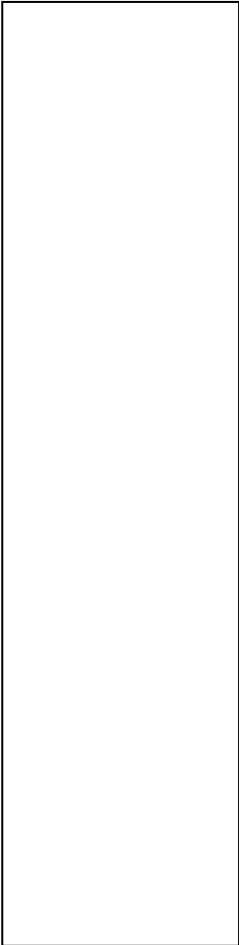
Others (Please specify): _____

6. In which employment sector did you work prior to joining the Department of Arts and Culture? Please tick the appropriate block.

Legislation sector	<input type="checkbox"/> 1	National Government	<input type="checkbox"/> 2	Provincial Department	<input type="checkbox"/> 3
Local Government	<input type="checkbox"/> 4	Private sector	<input type="checkbox"/> 5	Self-employed	<input type="checkbox"/> 6
Community-based / non-governmental organizations		<input type="checkbox"/> 7	Other (please specify): _____		

7. Which of the following programmes have you successfully attended and completed in the past? Select appropriate option.

Training programme		Indicate the period you attended		
		0-3 yrs. ago (1)	3-5 yrs. ago (2)	5-8 yrs. ago (3)
7.1	Financial management			
7.2	Budget management			
7.3	Financial administration			
7.4	Demand management			
7.5	Acquisition management			
7.6	Logistic / asset management			
7.7	Disposal management			
7.8	Transportation management			
Please specify if you attended any other Financial or supply chain management training				



Section: B

The following section aims to establish your current financial and supply chain management knowledge as well as future training needs in this regard.

INTRUCTIONS: PLEASE RATE YOUR KNOWLEDGE IN TERMS OF CURRENT AND DESIRED KNOWLEDGE LEVELS BY MAKING A CROSS (X) IN THE APPROPRIATE BOX.

Financial management		(A) Current knowledge				(B) Desired knowledge			
		Basic	Intermediate	Advanced	Expert	Basic	Intermediate	Advanced	Expert
1.	Preparing financial reports i.e. statements for the department (cash flow, general ledger accounts, etc.).	1	2	3	4	1	2	3	4
2.	Preparing a monthly income and expenditure statement.	1	2	3	4	1	2	3	4
3.	My ability to ensure that transparency, accountability and responsibility, in terms of financial management, prevails in my department.	1	2	3	4	1	2	3	4
4.	Analyse financial reports by means of expenditure, commitment and residual ratios.	1	2	3	4	1	2	3	4
5.	Conduct a break-even analysis.	1	2	3	4	1	2	3	4
6.	Manage the petty cash.	1	2	3	4	1	2	3	4
7.	Manage accounts of suppliers and service providers.	1	2	3	4	1	2	3	4
8.	Use spreadsheets in EXEL for financial decision-making.	1	2	3	4	1	2	3	4
9.	Applicability of cost and capital turnover ratios.	1	2	3	4	1	2	3	4
10.	Ability to manage risks.	1	2	3	4	1	2	3	4
11.	Ensuring that service providers and suppliers are paid within the mandatory 30 day time frame.	1	2	3	4	1	2	3	4
12.	Implementing financial controls.	1	2	3	4	1	2	3	4
13.	Overall, do you need training on financial management?	Yes	No	If yes, indicate the desired level of knowledge.		Basic	Intermediate	Advanced	Expert
		1	2			1	2	3	4

Budget management		(A) Current knowledge				(B) Desired knowledge			
		Basic	Intermediate	Advanced	Expert	Basic	Intermediate	Advanced	Expert
1.	Applying budgetary techniques	1	2	3	4	1	2	3	4
2.	Linking the budget to the strategic plan.	1	2	3	4	1	2	3	4
3.	The utilization of a capital budget.	1	2	3	4	1	2	3	4
4.	The usage of goods and services budget.	1	2	3	4	1	2	3	4
5.	Budgeting day-to-day expenditure.	1	2	3	4	1	2	3	4
6.	Your understanding of the 'value for money' principle as it applies to management of the goods and services budget.	1	2	3	4	1	2	3	4
7.	Overall, do you need training on budget management?	Yes	No	If yes, indicate the desired level of knowledge.	Basic	Intermediate	Advanced	Expert	
		1	2		1	2	3	4	

Financial administration		(A) Current knowledge				(B) Desired knowledge			
		Basic	Intermediate	Advanced	Expert	Basic	Intermediate	Advanced	Expert
1.	My knowledge of the Public Financial Management Act (PFMA)	1	2	3	4	1	2	3	4
2.	My knowledge and ability to use the BAS accounting system.	1	2	3	4	1	2	3	4
3.	My ability to compile all the necessary documentation for tax purposes.	1	2	3	4	1	2	3	4
4.	My knowledge and ability to use the PERSAL system.	1	2	3	4	1	2	3	4
5.	My knowledge and ability to do a bank reconciliation.	1	2	3	4	1	2	3	4
6.	My ability to submit tax documentation using the e-filing system.	1	2	3	4	1	2	3	4
7.	Overall, do you need training on financial administration?	Yes	No	If yes, indicate the level of knowledge		Basic	Intermediate	Advanced	Expert
		1	2			1	2	3	4

Demand management		(A) Current knowledge				(B) Desired knowledge			
		Basic	Intermediate	Advanced	Expert	Basic	Intermediate	Advanced	Expert
1.	Ability to determine the projected demand for assets for the subsequent financial year.	1	2	3	4	1	2	3	4
2.	My ability to ensure that requirements of demand are linked to the budget.	1	2	3	4	1	2	3	4
3.	My ability to conduct a needs analysis to ensure that goods and services are acquired in order to meet the agreed performance targets.	1	2	3	4	1	2	3	4
4.	My ability to link the strategic needs of the department with demand management.	1	2	3	4	1	2	3	4
5.	Overall, do you need training on demand management?	Yes	No	If yes, indicate the desired level of knowledge.		Basic	Intermediate	Advanced	Expert
		1	2			1	2	3	4

Acquisition management		(A) Current knowledge				(B) Desired knowledge			
		Basic	Intermediate	Advanced	Expert	Basic	Intermediate	Advanced	Expert
1.	Ability to adjudicate bids, in accordance with published criteria.	1	2	3	4	1	2	3	4
2.	Ability to manage the acquisition of assets.	1	2	3	4	1	2	3	4
3.	My ability to determine the total cost of ownership of assets.	1	2	3	4	1	2	3	4
4.	Ability to prepare bid documents, including evaluation criteria.	1	2	3	4	1	2	3	4
5.	My knowledge and ability to manage tender processes.	1	2	3	4	1	2	3	4
6.	My ability to ensure that the proper contractual agreements and documentation are signed.	1	2	3	4	1	2	3	4
7.	Overall, do you need training on acquisition management?	Yes	No	If yes, indicate the level of knowledge		Basic	Intermediate	Advanced	Expert
		1	2			1	2	3	4

Logistics / asset management		(A) Current knowledge				(B) Desired knowledge			
		Basic	Intermediate	Advanced	Expert	Basic	Intermediate	Advanced	Expert
1.	Ability to compile an asset register.	1	2	3	4	1	2	3	4
2.	My ability to set the inventory level.	1	2	3	4	1	2	3	4
3.	My ability to distribute and receive material and assets.	1	2	3	4	1	2	3	4
4.	My ability to manage the asset register, thus regular stock taking.	1	2	3	4	1	2	3	4
5.	Overall, do you need training on logistic / asset management?	Yes	No	If yes, indicate the level of knowledge		1	2	3	4

Disposal management		(A) Current knowledge				(B) Desired knowledge			
		Basic	Intermediate	Advanced	Expert	Basic	Intermediate	Advanced	Expert
1.	My understanding of the disposal of movable assets and letting of immovable property.	1	2	3	4	1	2	3	4
2.	My ability to manage the depreciation of assets.	1	2	3	4	1	2	3	4
3.	My knowledge of how to maintain a database of redundant assets.	1	2	3	4	1	2	3	4
4.	My ability to inspect assets for potential re-use.	1	2	3	4	1	2	3	4
5.	My ability to determine a disposal strategy.	1	2	3	4	1	2	3	4
6.	My ability to execute the physical disposal process.	1	2	3	4	1	2	3	4
7.	Overall, do you need training on disposal management?	Yes	No	If yes, indicate the level of knowledge		Basic	Intermediate	Advanced	Expert
		1	2			1	2	3	4

Transportation management		(A) Current knowledge				(B) Desired knowledge			
		Basic	Intermediate	Advanced	Expert	Basic	Intermediate	Advanced	Expert
1.	My ability to implement policy with reference to transportation related assets such as government vehicles.	1	2	3	4	1	2	3	4
2.	My competency with reference to transportation execution (i.e. implementing transportation routes such as bus routes for scholar pick up).	1	2	3	4	1	2	3	4
3.	My competency with reference to transportation follow-up (i.e. physical or administrative operations regarding transportation).	1	2	3	4	1	2	3	4
4.	My competency to plan and optimize transport rounds.	1	2	3	4	1	2	3	4
5.	My competency to select the most cost effective transportation provider.	1	2	3	4	1	2	3	4
6.	My ability to manage a government fleet including providing support services when vehicles break down.	1	2	3	4	1	2	3	4
7.	Overall, do you need training on transportation management?	Yes 1	No 2	If yes, indicate the level of knowledge		Basic 1	Intermediate 2	Advanced 3	Expert 4

Section C: Additional information

		Level of training needs (A)			
		Basic	Intermediate	Advanced	Expert
1.	<i>List other training needs in order of priority.</i>	1	2	3	4
1.1		1	2	3	4
1.2		1	2	3	4
1.3		1	2	3	4
1.4		1	2	3	4
1.5		1	2	3	4

2.	Please indicate the kind(s) of support that you would expect from your department and or unit? You may select more than one option(s).	
2.1	Training	
2.2	Mentorships	
2.3	Coaching	
2.4	E-learning support	
2.5	Other (please specify)	

Thank you for completing the questionnaire. It is much appreciate!!