



# Stakeholder Satisfaction Survey

2021 - 2022

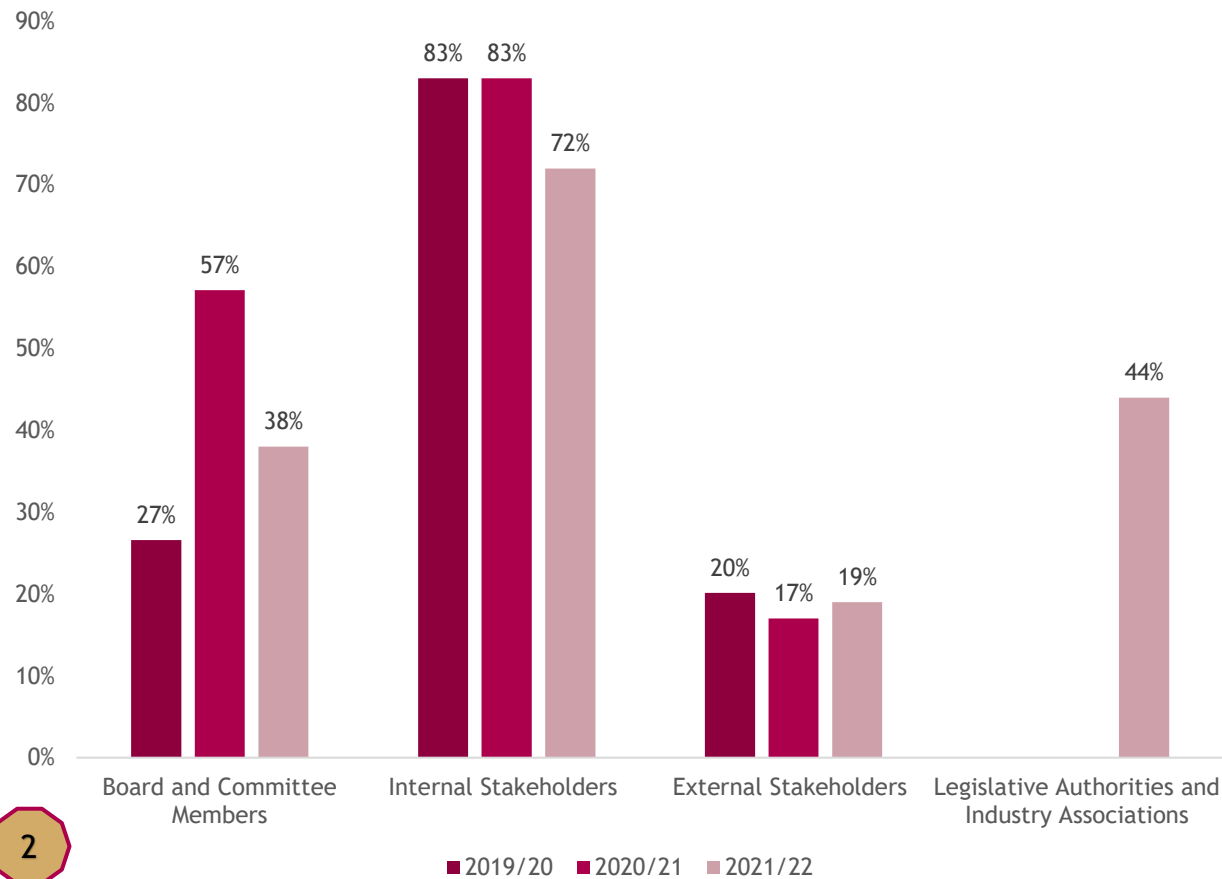
# Methodology

- ▶ Semi-structured questionnaires were used to create an online survey
- ▶ Online survey links were sent to different stakeholders' emails
- ▶ Open-ended questions were incorporated into the survey questions
- ▶ Weekly survey reminders with survey links sent through Email and SMS
- ▶ Telephonic reminders
- ▶ Commenced 26 April 2022
- ▶ Ended 10 May 2022



# Survey Response Rate

► The overall stakeholder satisfaction rate is 4.2 which is an increase from 4.15 in 2020/21



Board and Committee Members  
Sampling: 13  
Responded: 5

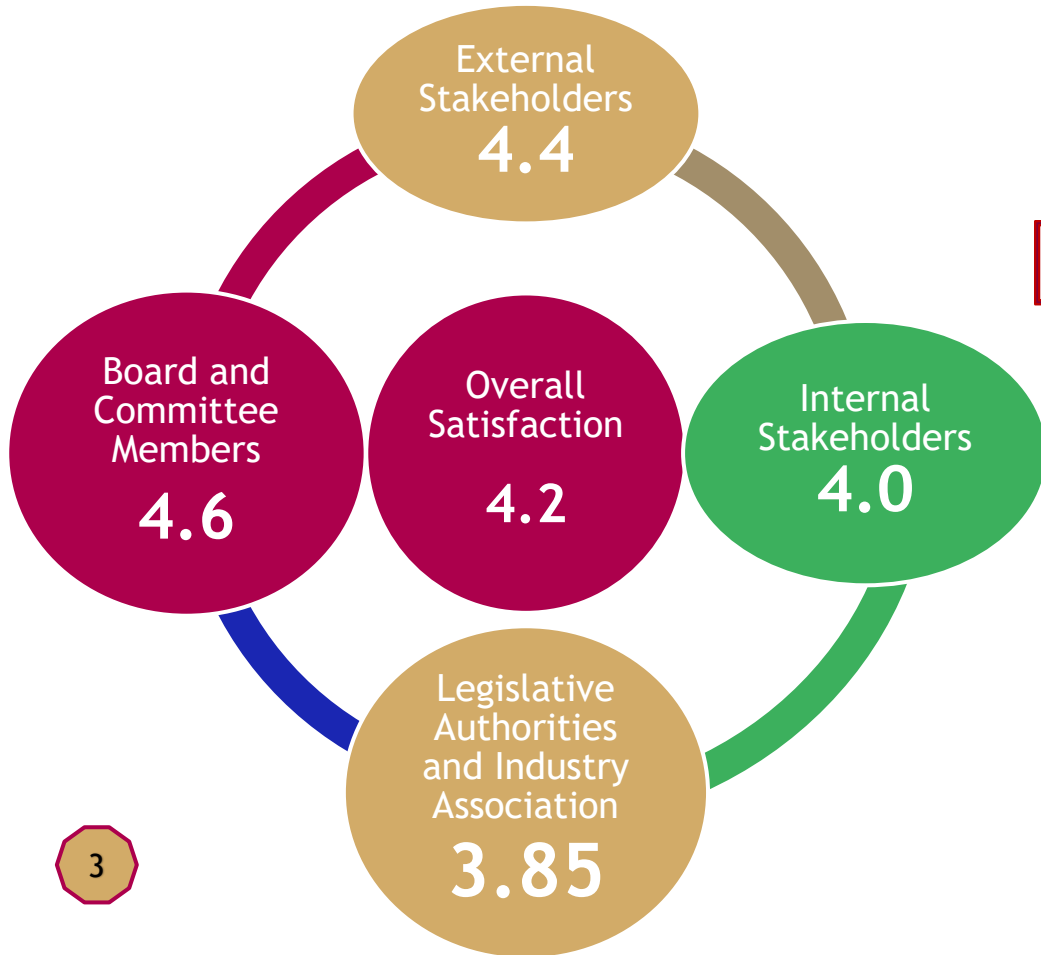
Legislative Authorities and Industry Associations  
Sampling: 9  
Responded: 4

Internal Stakeholders  
Sampling: 69  
Responded: 50

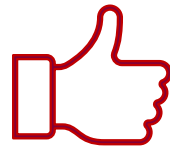
External Stakeholders  
Sampling: 1730  
Responded: 331

# BANKSETA Stakeholder Satisfaction Survey Results Summary

## Satisfaction Levels



## Emerging Themes



- ▶ Informative and helpful
- ▶ Always willing to go an extra mile
- ▶ Very professional

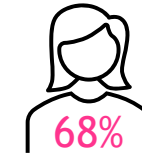


- ▶ Slow in providing feedback
- ▶ Simplify SCM processes
- ▶ Pay providers on time

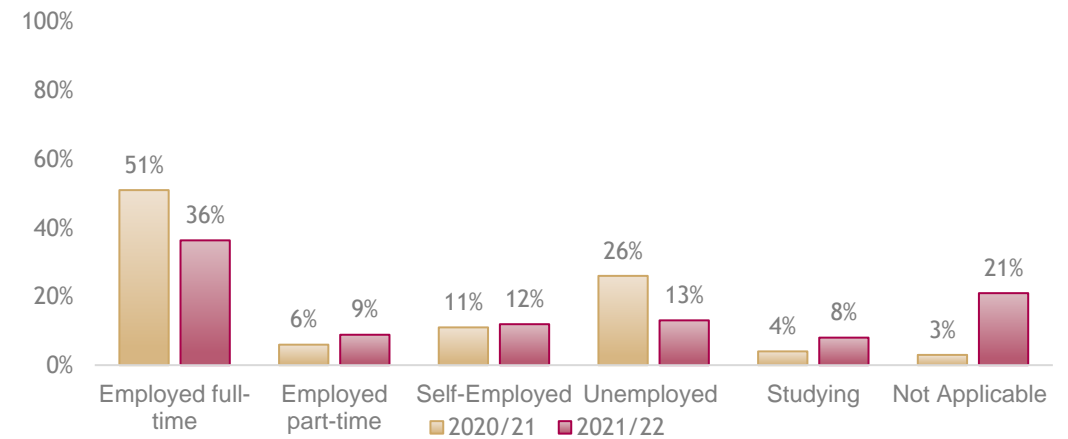
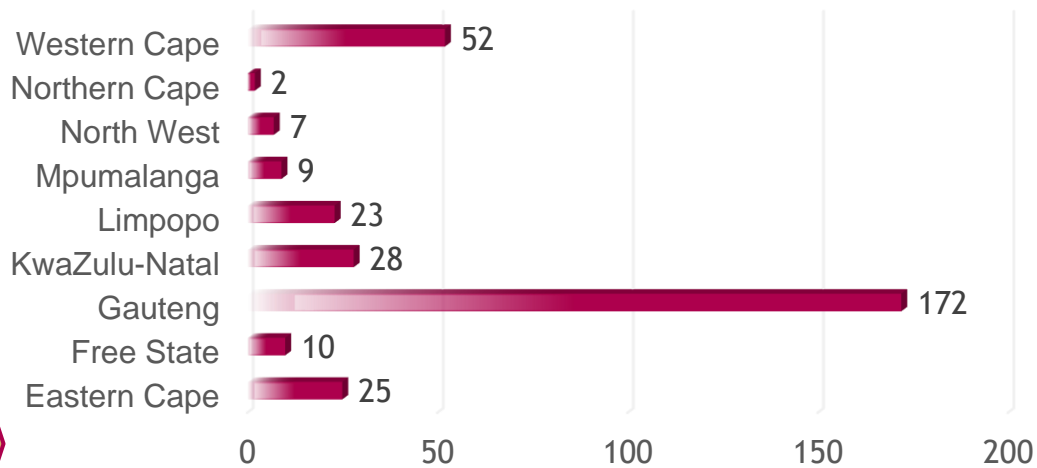
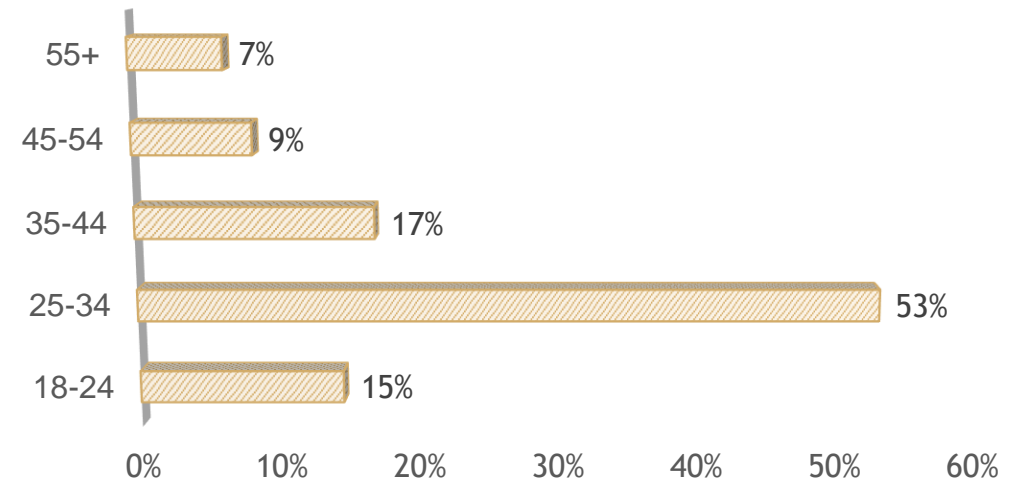
# External Stakeholders

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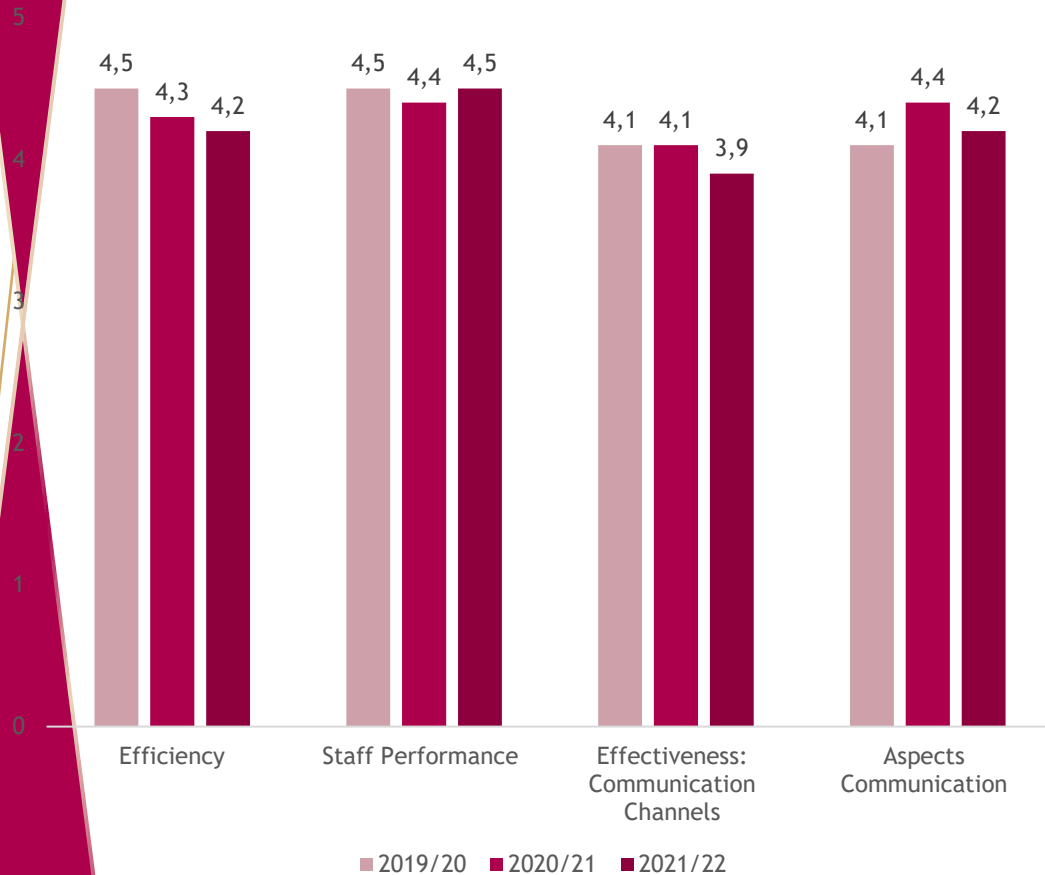
# External Stakeholders: Demographic Information



- ▶ Overall external stakeholder satisfaction is 4.4 which is an increase from 4.18 in 2020/21
- ▶ 68% of participants were female
- ▶ 53% of participants were in the 25-34 age group
- ▶ Majority of participants were in Gauteng Province

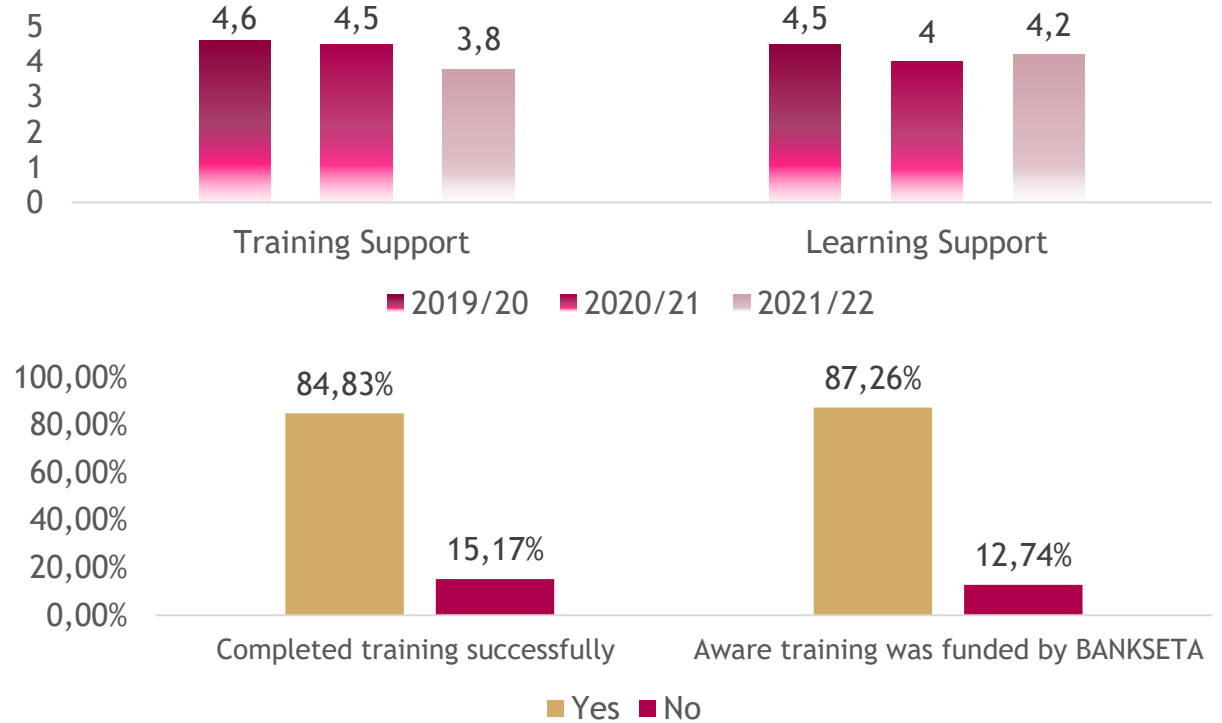
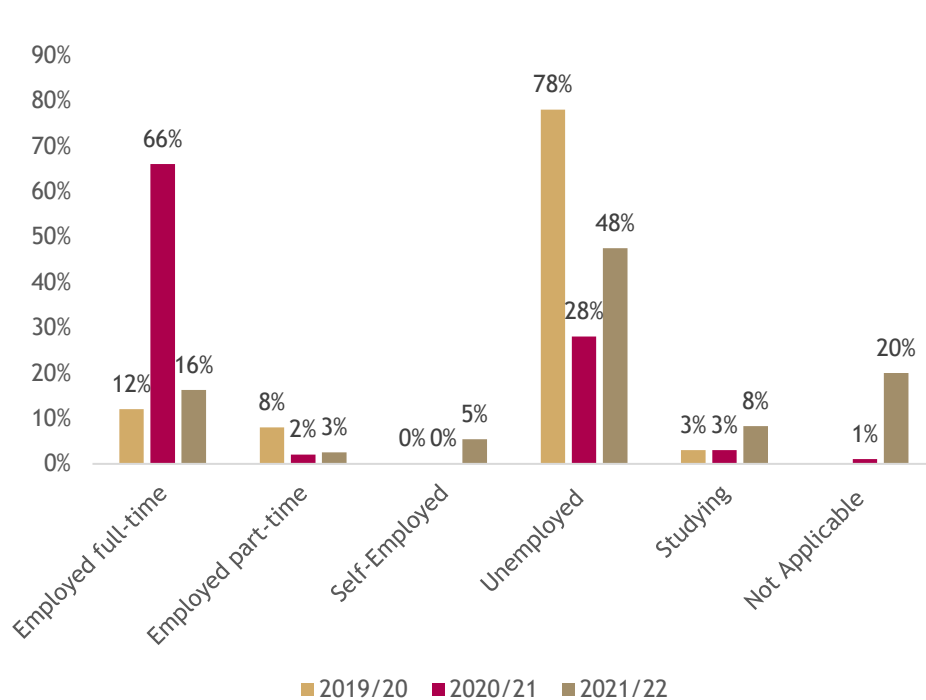


# External Stakeholders: Performance Dimensions



- ◆ BANKSETA need to be innovative in skills development in the broader and alternative banking sector.
- ◆ BANKSETA staff are reported to be professional, respectful and responsive to stakeholders needs and requests.
- ◆ An email is most effective way of communication followed by newsflashes and publications, however in the last year this method was not effective
- ◆ Most participants agree that BANKSETA's content is relevant, current, appropriate and messaging is clear and easy to understand.
- ◆ BANKSETA needs to improve on their communication channels and messages

# External Stakeholders: Employed Learner Beneficiaries



**Training Support:** BANKSETA needs to work on meeting training and development needs of stakeholders, in order for the training to meet the stakeholders' expectations. Improved training support will enhance stakeholders' satisfaction level.

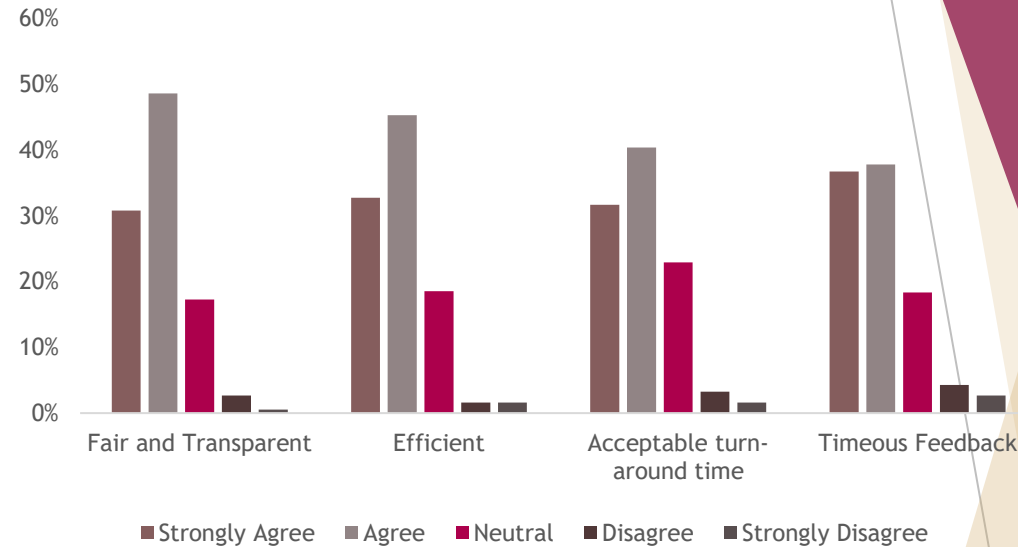
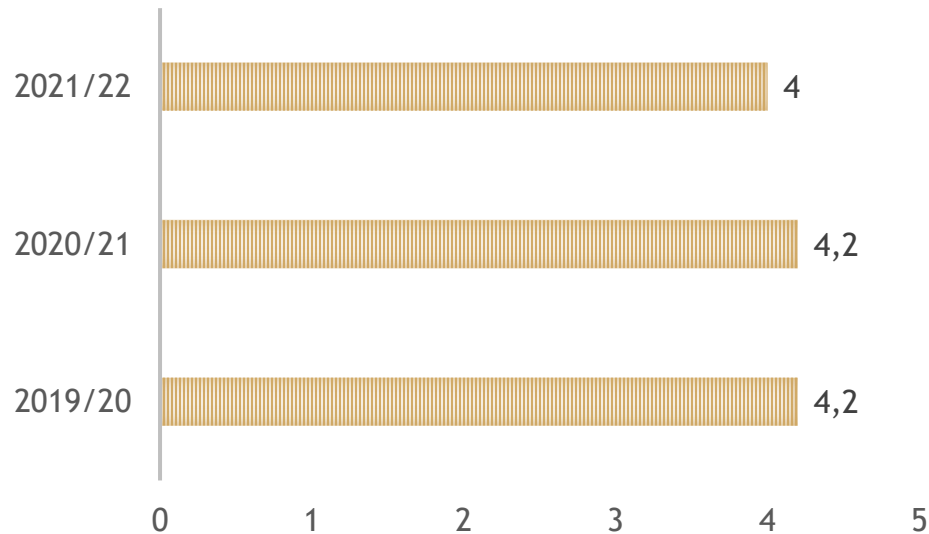


**Learning Support:** BANKSETA needs to continue improving their learner support strategies. Stakeholders regarded BANKSETA's learning support as professional and having good quality learning resources and ongoing programme support.



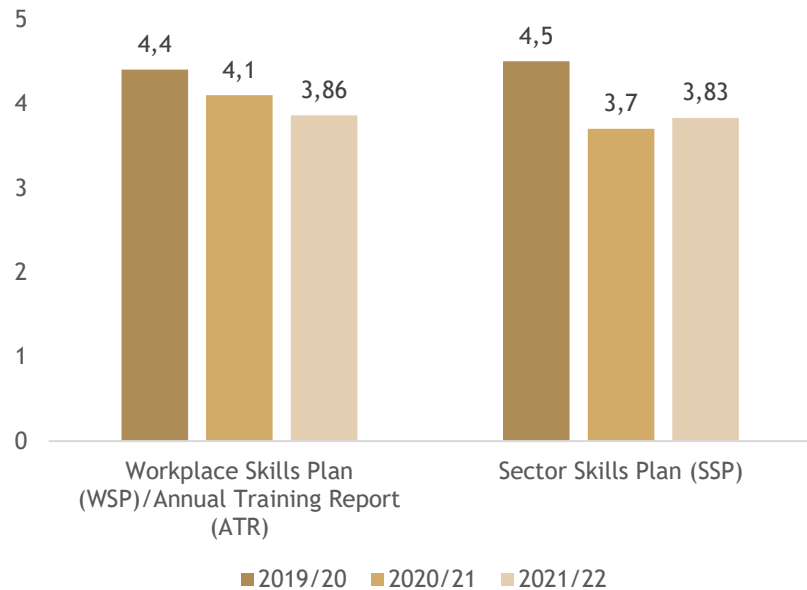
# External Stakeholders: Service Providers

## Procurement Processes



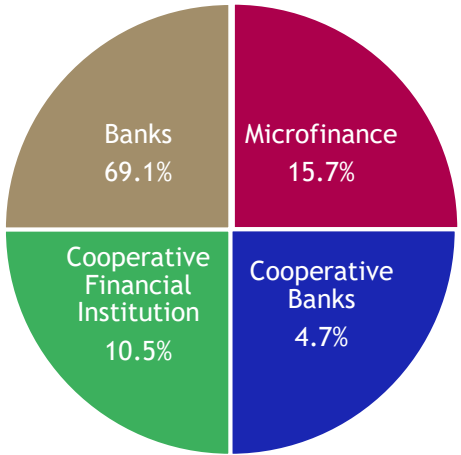
- ✓ The results show a decline in the procurement processes satisfaction though majority of stakeholders agree that BANKSETA procurement processes are fair, transparent and efficient.
- ✓ Furthermore, stakeholders regarded procurement processes to have acceptable turnaround times and BANKSETA provides timeous feedback.
- ✓ BANKSETA need to work on improving their procurement processes for stakeholders to be satisfied.

# External Stakeholders: Employers



Workplace Skills Plan/Annual Training Report

- The results show that WSP/ATR process were not clear and well communicated in the last year, of concern the results from this dimension have been decreasing over the last years.
- BANKSETA needs to improve registration and submission processes.

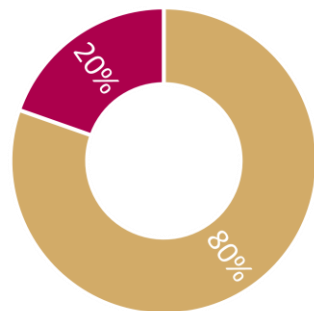
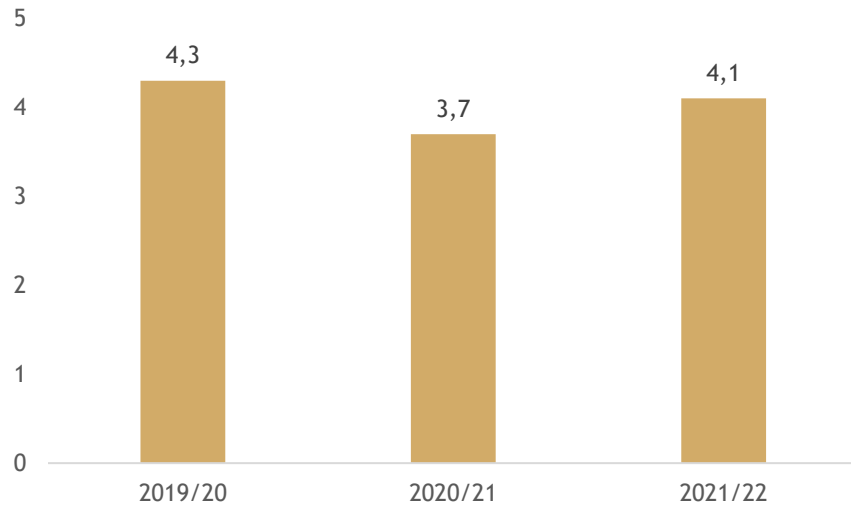


Sector Skills Plan

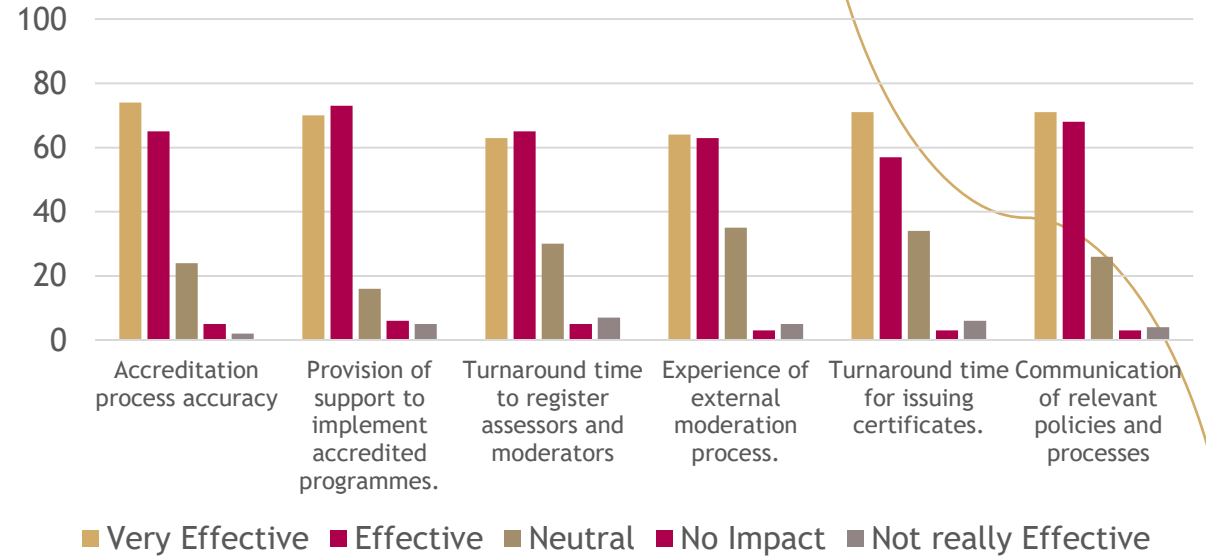
- There is a slight improvement on the sector skills satisfaction level. Most of the stakeholders agreed that BANKSETA SSP is informative and provides the sector with strategic information for decision making.

# External Stakeholders: Training Providers

## Accreditation & Certification Process



■ BANKSETA Accredited Training Providers  
■ Public Higher Education Institution



- ❖ There is an improvement in accreditation and certification process.
- ❖ Stakeholders are generally satisfied with support given in implementing the accredited programmes.
- ❖ Stakeholders are generally satisfied with the turnaround time to register Assessors and Moderators and issuing of certificates.

# External Stakeholder Feedback

## ▶ BANKSETA to continue to:



Have competent staff



Professional



Reach more rural communities



Informative



Increase financial support



Helpful



Provide more updates



Going the extra mile



Provide equal opportunities

## ▶ BANKSETA needs to:

Pay	Pay providers on time
Timelines	Provide clear timelines on processes
Accessibility	Make learnerships and other programmes accessible
Feedback	Provide timeous feedback on: Emails, Processes, Queries etc.
Link	Link stakeholders in order to layer services
Newsflash	Provide regular newsflashes
Social Media	Engage more on social media
Planning	Engage stakeholders on planning and development
Monitoring	Frequent monitoring, evaluation and reporting of stakeholders
Simplify	Make funding application simple and easy to complete

# External Stakeholder Feedback

“Provide banks with clear indication of when they can expect the funding windows to open each year, as we are continuously told soon, and then they suddenly open 2 months later, and then we have very little time to prepare and submit according to the funding guidelines that are then published. Then we wait for months for feedback.”

“Staff that I have interacted with over the years like are extremely helpful and professional. Please keep up the good work, professionalism and positive attitude, we appreciate you all. \* Staff names available on request

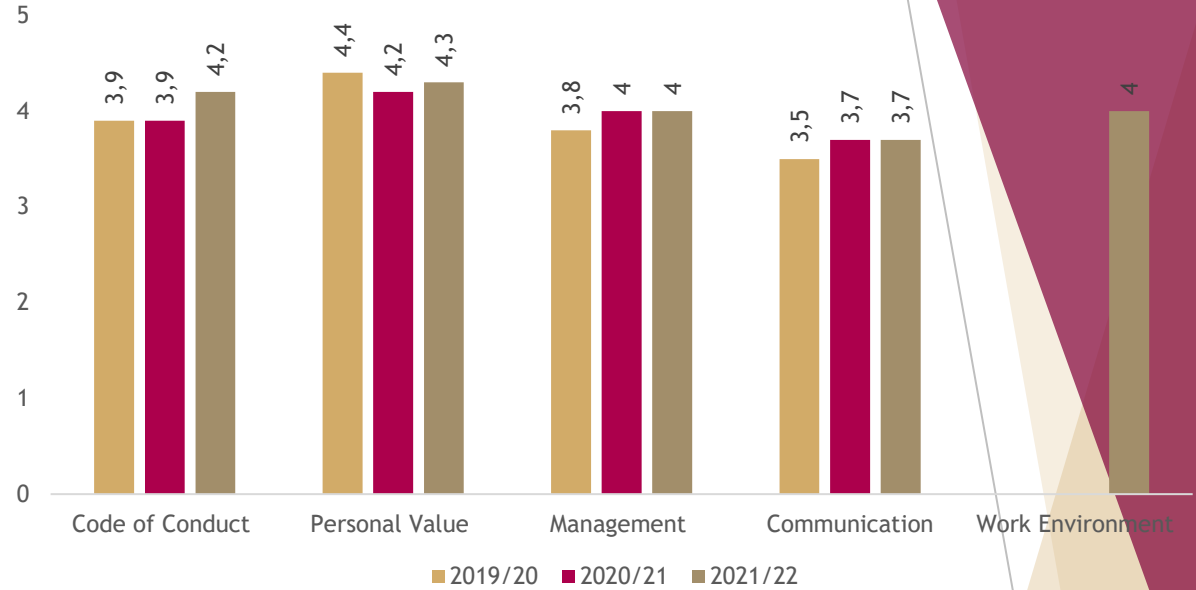
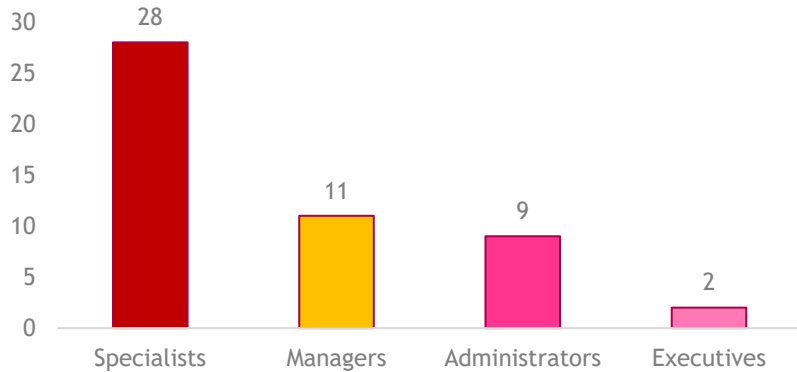
“Currently takes sometimes months before we get feedback (submitted all learner agreements in February by expected deadline and still have not received feedback regarding the invoicing of the first tranche due to learner agreements that still need to be quality assured by BANKSETA and it is now May. When I follow-up, I am continuously asked to resubmit the learner agreements (4 times over already), and still no feedback”

“Provide feedback on funding appeals and change requests. Once these are submitted, we have to continuously follow-up and are often told it lies with the board to decide on, but then eventually no one gets back to us on the outcome and our appeals are forgotten and ignored.”

# Internal Stakeholders

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# Internal Stakeholders



Internal Stakeholders continue to be satisfied with the code of conduct and its implementation within the organisation. Majority of staff members reported that they would report any unethical behavior should they witness it.

BANKSETA to provide a work environment where employees experience career progression, as employees appreciated receiving tasks that are challenging, offering high quality services to stakeholders and looking and professional.

BANKSETA staff remain satisfied with how BANKSETA management empowers and creates opportunities for all staff members to achieve success. Managers remain accessible and available for staff to discuss work-related issues. Staff members are generally satisfied with the number of performance reviews conducted in a year and the feedback give thereafter.

Satisfaction on communication has remained the same over the last year, BANKSETA needs to strengthen their communication strategies in order to improve satisfaction amongst staff members

BANKSETA continues to provide an enabling working environment that allows employees to work independently and be involved in decision making. Employees are satisfied with how BANKSETA provides constructive feedback on performance and incentives provided.

# Internal Stakeholder Feedback

BANKSETA to continue to:



BANKSETA needs to:





# Internal Stakeholder Feedback

"All departments should clearly define their operational objectives, communicate policies and any other change being implemented. Regular staff meetings and monthly MANCO meetings and improve communication in the organisation. Simplify SCM processes"

"Review remuneration structure of individual units. e.g. The required specialist skills are not necessarily the same for all BANKSETA unit. The required specialist skills surely do not carry the same weighting."

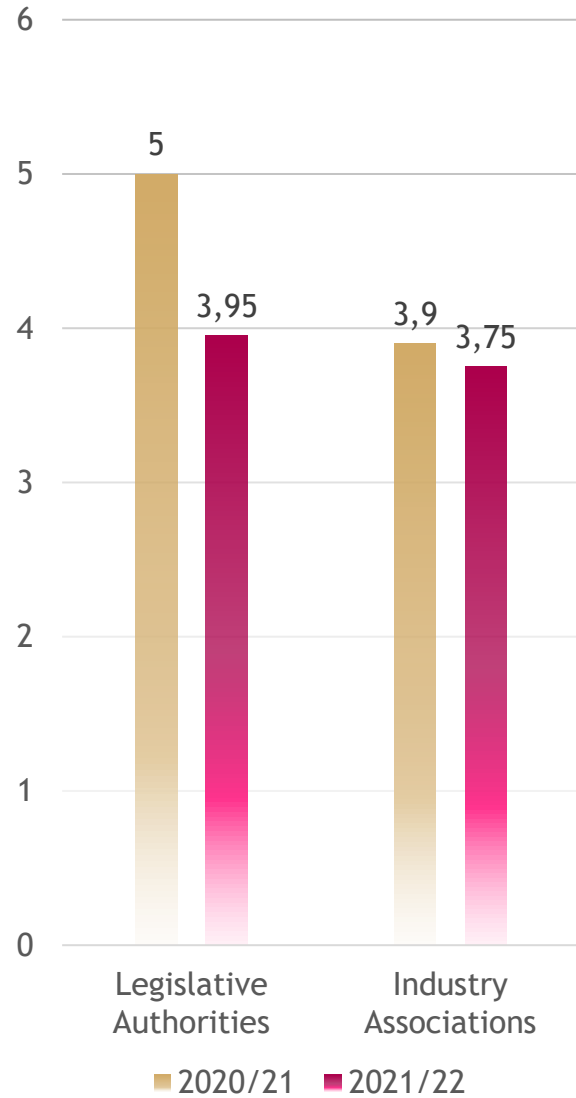
"Having monthly staff meetings, where employees are all allowed to interact and engage on ways to improve the organisations' effectiveness"

"Remove a culture of always trying to scare people. Remove a culture of always thinking that mistakes is a death sentence. Empower employees to feel confident about their work"

"Team building, collective planning, that is, budget and strategic planning, project visits, implement recommendation from stakeholder satisfaction survey report."

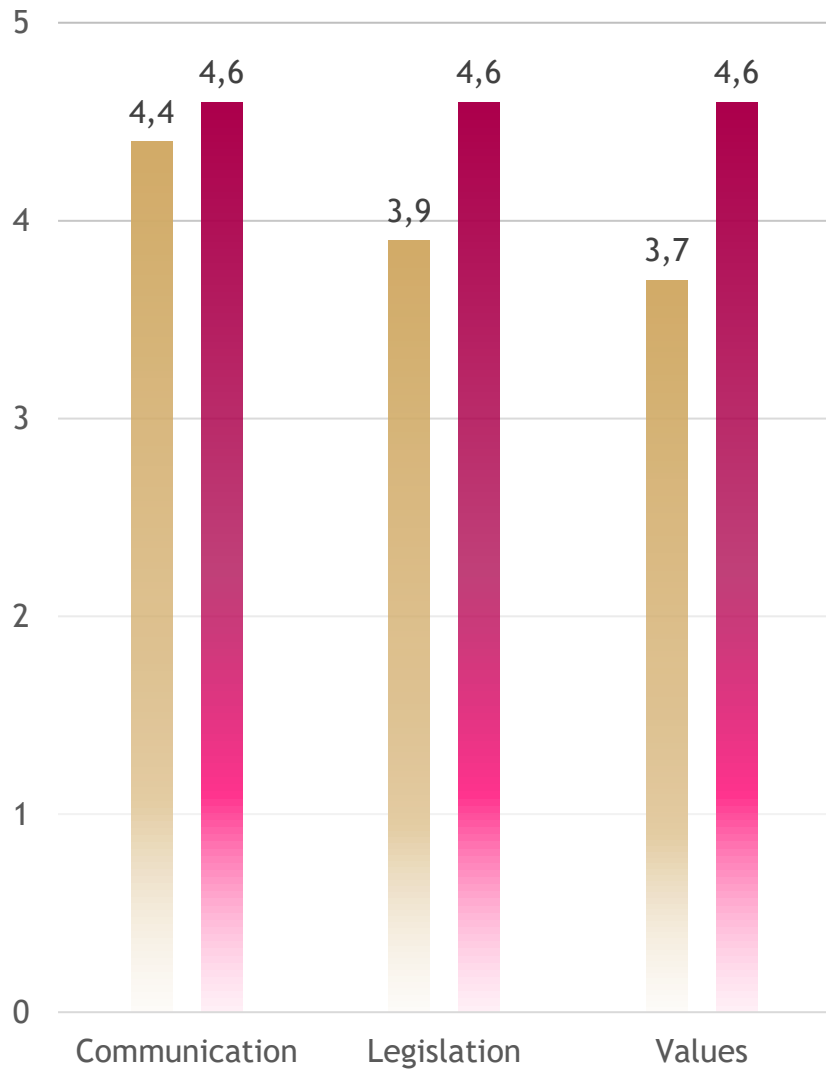
# **Legislative Authorities & Industry Associations**

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- ▶ Satisfaction level amongst Legislative Authorities and Industry Associations dropped in the last year.
- ▶ Legislative Authorities and Industry Associations expectations were not fully met:
  - ▶ on how BANKSETA staff members communicated with them were not fully met.
  - ▶ Staff conduct and interaction
  - ▶ Approachable when requiring help
  - ▶ Complying with legislative policies and procedures
  - ▶ Willingness to listen and help
- ▶ BANKSETA needs to improve on how they communicate with Legislative Authorities and Industry Associations and how BANKSETA staff conduct themselves when they are interacting with other stakeholders.

# Legislative Authorities & Industry Associations



# Board & Committee Members

- ▶ Communication amongst board members has improved in the last year. Board members are professional, courteous and display an attitude of helpfulness when engaging with each other
- ▶ Board and Committee members comply with BANKSETA policies and procedures and behave consistent with BANKSETA mission and vision.
- ▶ Board and Committee members expressed satisfaction on their participation as BANKSETA Board and Committee members as they felt that BANKSETA meetings are chaired / run efficiently, minutes/actions are effectively distributed.

# Conclusion

- ▶ Stakeholder satisfaction levels have improved overall, though there are dimensions that have shown a decrease in the last year.
- ▶ BANKSETA continues to have staff that are professional, competent and willing to go an extra mile, however there is an opportunity for improvement if staff satisfaction can be considered in planning.
- ▶ BANKSETA tends to do well in dimensions that are core functions such as training and accreditation processes.
- ▶ BANKSETA should invest in engaging with their stakeholders on a regular basis.
- ▶ Though BANKSETA is performing better there are still opportunities to do better especially in communication, administration and procurement.
- ▶ Communication: Stakeholders were not generally satisfied with how BANKSETA communicates, as some highlighted the unacceptable turnaround times on email responses, query responses, feedback provision and unclear processes.
- ▶ Administration: Stakeholders highlighted loss of documents, requests to resubmit multiple times and no clear application processes.
- ▶ Procurement: Timely payment of stakeholders was highlighted as an area of concern, that needs improvement; procurement processes not being clear and unacceptable turnaround times.

# Recommendations

- ▶ BANKSETA should recognise stakeholders that are performing well.
- ▶ BANKSETA needs to review communication strategies and how messages are communicated to stakeholders.
- ▶ BANKSETA should emphasise improvement in communication such as email responses, query responses and feedback provision - turnaround times.
- ▶ BANKSETA should continue to invest on systems or activities that will make administration processes efficient for stakeholders.
- ▶ BANKSETA should plan strategies to minimise dissatisfaction on procurement processes.
- ▶ BANKSETA should consider staff inclusion in planning as this will create a sense of ownership and responsibility.
- ▶ BANKSETA should establish and implement or strengthen the compliments, suggestion and complaints management system, this will allow stakeholders to raise their concerns as and when they happen.
- ▶ BANKSETA should work on improving stakeholder engagement where there will be stakeholder engagement forums, frameworks, clear timelines and responsible departments/units. The effective management of such engagements can improve satisfaction level and stakeholders can make informed choices and requests.



[www.bankseta.org.za](http://www.bankseta.org.za)

# THANK YOU!

## ACKNOWLEDGEMENTS

- ▶ BANKSETA
- ▶ STAKEHOLDERS