

range of skills across a broad spectrum. Programme participants will benefit from maximising their strengths and improving their development areas from the assessment process to assisting in career planning. They will be given a unique opportunity to collaborate with various employer groups on generic issues pertinent to the sector, and will have access to peers and subject matter experts to build professional networks.

In addition, they will have access to syndicate research in areas within banking and micro finance, which may not have been contemplated before. They will also receive credits towards selected IOB credit-bearing programmes in accordance with a "Programme Content-Qualification Alignment" matrix.

Whilst the content has been tailored for junior and middle managers respectively, each candidate should be able to communicate effectively with peers, team members and principals; mentor effectively and coach his/her line manager; and build and manage internal and external networks and relationships, says the BANKSETA.

The primary target audience for this programme is newly appointed junior and middle managers: a junior manager has a supervisor and team leader role and reports to a manager; a middle manager directs operational procedures and resources to the junior managers reporting to them. The BANKSETA says it will ensure that the successful pool of candidates for the JAMM programme will meet the equity requirements of the National Skills Development Strategy of 85% black, 54% women and 4% disabled.

"The BANKSETA, as an enabler, has recognised its role of assisting the broader sector in developing and accelerating the sector's voluntary commitment to the targets stipulated in the Financial Sector Charter," says Makhubalo.

In order to be selected for the programme, applicants will have to complete a biographical application form, a leadership readiness questionnaire, a nominations questionnaire and a telephonic interview where required. This end-to-end selection process has been approved by the Junior and Middle Management Programme Working Group, the outcome of which will provide all applicants with what the BANKSETA calls a "talent map" to guide a career-planning discussion with their immediate managers.

However, the designers of the programme warn that the proposed BANKSETA delivery model for junior and middle management generic competencies will not necessarily catapult candidates onto the next level. Individuals would still need to show or prove their mettle once opportunities become available.

This JAMM programme relates to other existing programmes already available within the banking sector by aiming to be complementary to, and to augment other organisational specific initiatives.

Other management and leadership programmes offered by the BANKSETA include the masters bursaries and executive short courses, international executive development programme (IEDP) to Canada and the United Kingdom, as well as the women's development programme (WDP).

Those junior manager applicants who want to participate in the programme must have Grade 12 or NQF level 4 equivalent qualification (e.g. learnership or certificate); a minimum of six months' working experience as a junior manager in the financial services sector; direct reports in the junior management role (e.g. team leader or supervisor); and no other conflicting learning engagements (including tertiary education programme) that would impact on their commitment to the completion of the junior management programme.

Middle manager applicants must have Grade 12 or NQF level 4 equivalent qualification with an aptitude to integrate and contextualise new information at a post-matric level; two to three years' working experience in a management role with a minimum of one year's working experience specifically in the financial services sector; manage a team of junior managers who report directly to the candidate; and no other conflicting learning engagements that would impact on commitment to completion of the middle management programme.

The full cost of the programme for each candidate will be covered by the BANKSETA. The BANKSETA, as is required in terms of the Public Finance Management Act to recover costs in cases where unsubstantiated reasons exist for non-completion of the programme, will look to the employer for settlement of the liability. The recovery of costs will be assessed on the merits of each case, it says.

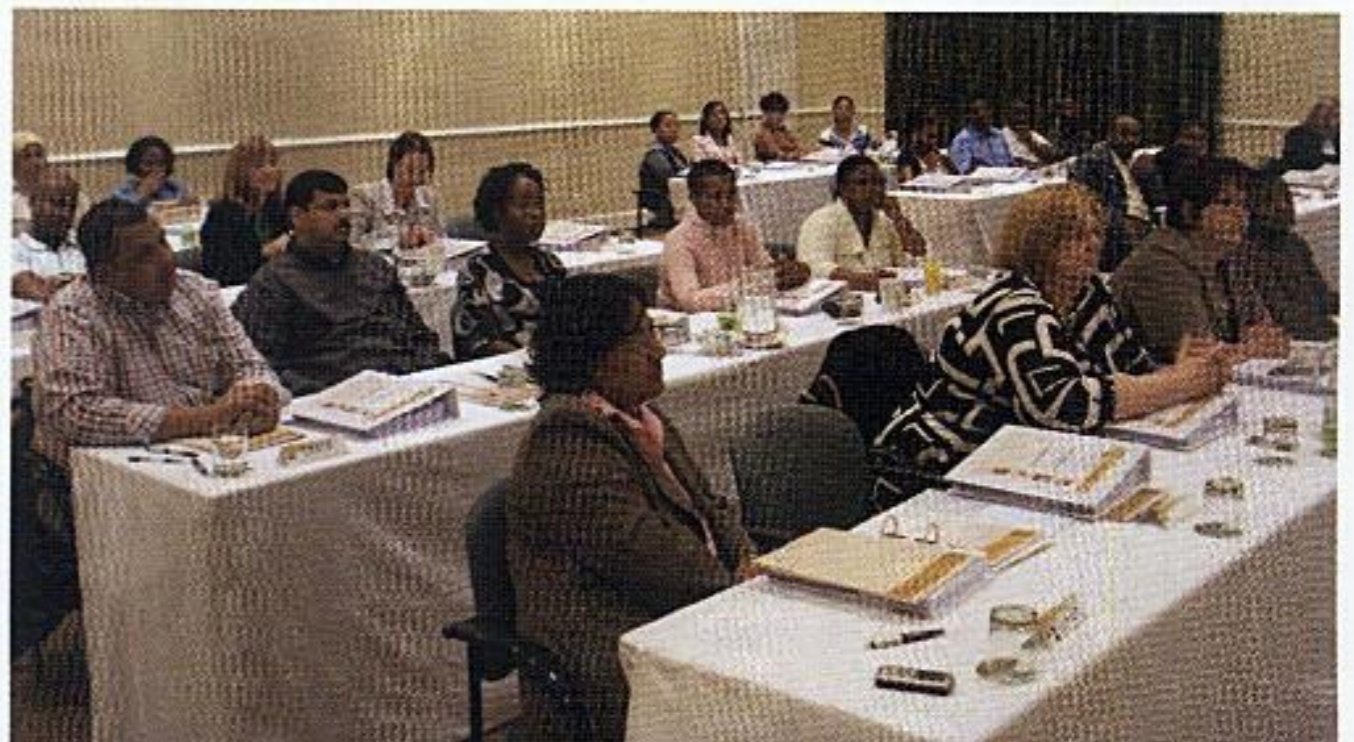
The BANKSETA believes that the success of the JAMM programme will, to a large extent, be dependent upon a number of key issues. These include the selection of suitable candidates who may have already been identified as part of the management talent pools. Also important is the extent to which both the line manager and human resources manager agree on both the participants' expectations and what they are expected to achieve by completing this programme through a personal development planning process.

Commitment by the line manager to support the candidate during the programme will be important, as is the debriefing of the candidate by the line manager and human resources department and the consequent career discussion throughout, and upon completion of the programme.

Makhubalo, who has just completed his first year as the CEO of the BANKSETA, says they have also introduced a number of other new programmes. The BANKSETA's management development programme has been streamlined, with an Islamic Banking Project to be introduced, which he believes will serve as the benchmark for the banking sector in terms of taking advantage of profitable market niches. The BANKSETA has also signed a Memorandum of Agreement with the Rotterdam School of Management.

The WDP will also be reintegrated with candidates at the top end of the programme and absorbed into international executive development programmes. Candidates at the lower end will be absorbed into the JAMM programme.

The BANKSETA has also embraced the challenges associated with the introduction of the new Quality Council for Trades and Occupations (QCTO), allocating R2 million in funding to a pilot programme.



Attendants at the Bankseta training programme