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What is Career Development?

According to the National Development Plan, career development relates to “*building the capabilities of our citizens to make our future work*”. The NDP states that *‘the South African education system needs urgent action. Building national capabilities requires quality early childhood development, basic education, further and higher education’*. Such need is also recognised in the National Skills Development Strategy III, where *‘many young people leaving formal secondary and tertiary schooling have inadequate skill levels and poor work readiness to enter the labour market for the first time’*.

Similarly, the National Skills Development Plan (NSDP) places clear emphasis on the need for career development in ‘*Outcome 8: Support Career Development Services*’ where it states that *‘for each and every person being able to embrace their full potential, career development is vital. Our entire skills development system must dedicate the required resources to support career and vocational guidance as this has proved to be a critical component in successful skills development initiatives world-wide’*.

In an organizational context, career development aims to maximise the potential of resources in building the relevant capabilities required for workplace success

4th Industrial Revolution



As digitisation transforms the business landscape, the successful organizations of the future will likely be those that can move faster, adapt more quickly, learn more rapidly, and embrace dynamic career demands!



The question isn't "where did the jobs go?"



It's "where are they going?"



15003km NORTH POLE

NEW JOBS 4998km

1956km SYDNEY

10761km BEIJING

18946km LONDON

16448km MOSCOW

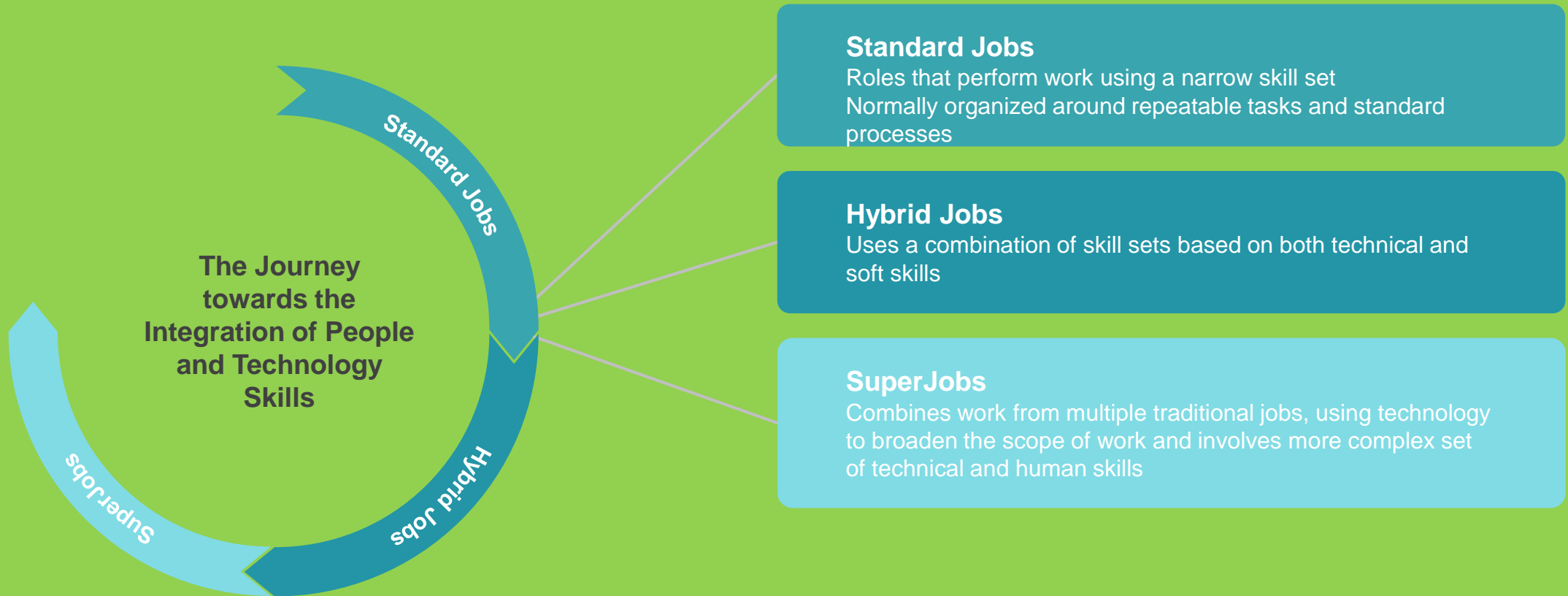
9427km BANGKOK

12295km DELHI

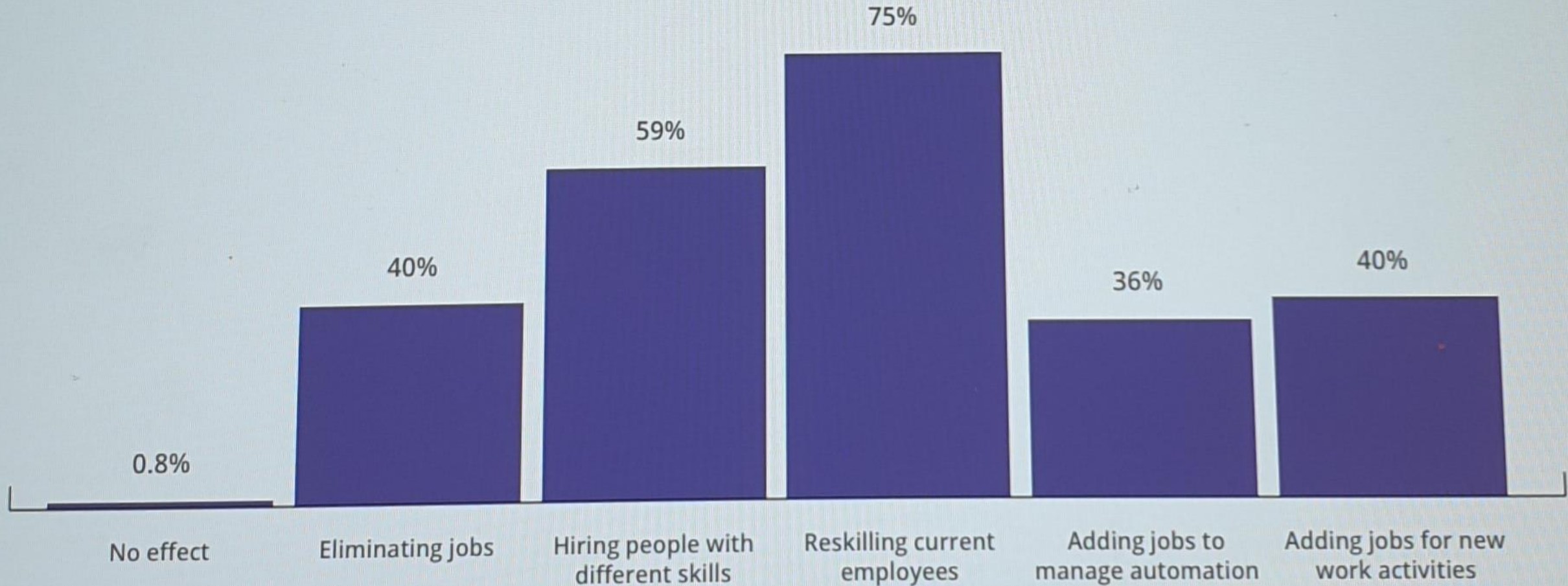
**Jobs are not
going away.**

**They are just
changing.**

Evolution of Jobs in the Workplace




Impact of Automation on Workforce in next 5 Years



Note: Some percentages may not total to 100 percent due to rounding

Multi-Generational Workforce

MULTIPLE GENERATIONS @ WORK



TRADITIONALISTS Pre-1945	BOOMERS 1946-1965	GEN X 1966-1977	MILLENNIAL 1978-1995	GEN 2020 After 1995
<p>Experienced: Great Depression, WWI and II, GI Bill</p> <p>Work is: An obligation</p> <p>Aspiration: Home ownership</p> <p>Changing Jobs: Stay for life</p> <p>Career Paths: Slow and steady</p>	<p>Experienced: Television, Moon Landing, Watergate, Vietnam War</p> <p>Work is: Expected</p> <p>Aspiration: Job security</p> <p>Changing Jobs: Loyal to employer; connecting to values</p> <p>Career Paths: Upward mobility</p>	<p>Experienced: MTV, Nintendo, PC's</p> <p>Work is: A difficult challenge</p> <p>Aspiration: Work-life balance; independence</p> <p>Changing Jobs: If necessary for compensation</p> <p>Career Paths: Need to know options now</p>	<p>Experienced: Natural disasters, diversity, mobile technology</p> <p>Work is: A means to an end</p> <p>Aspiration: Freedom and flexibility</p> <p>Changing Jobs: Is expected</p> <p>Career Paths: Switch frequently and fast</p>	<p>Experienced: Economic downturn, Global Warming</p> <p>Work is: Consistently evolving</p> <p>Aspiration: Structure and stability</p> <p>Changing Jobs: Constantly</p> <p>Career Paths: Career "multitaskers"</p>

Retirement of Baby Boomers in SA



As of 2018, nearly half of the baby boomer generation – those born between 1946 and 1960 – have reached the full retirement age of 66 but many are coming back as “boomerang” workers

Impact:

Transfer of Skills

Varying work preferences

Diversity is becoming the norm!

Nobody really knows how big the Brain Drain is in SA

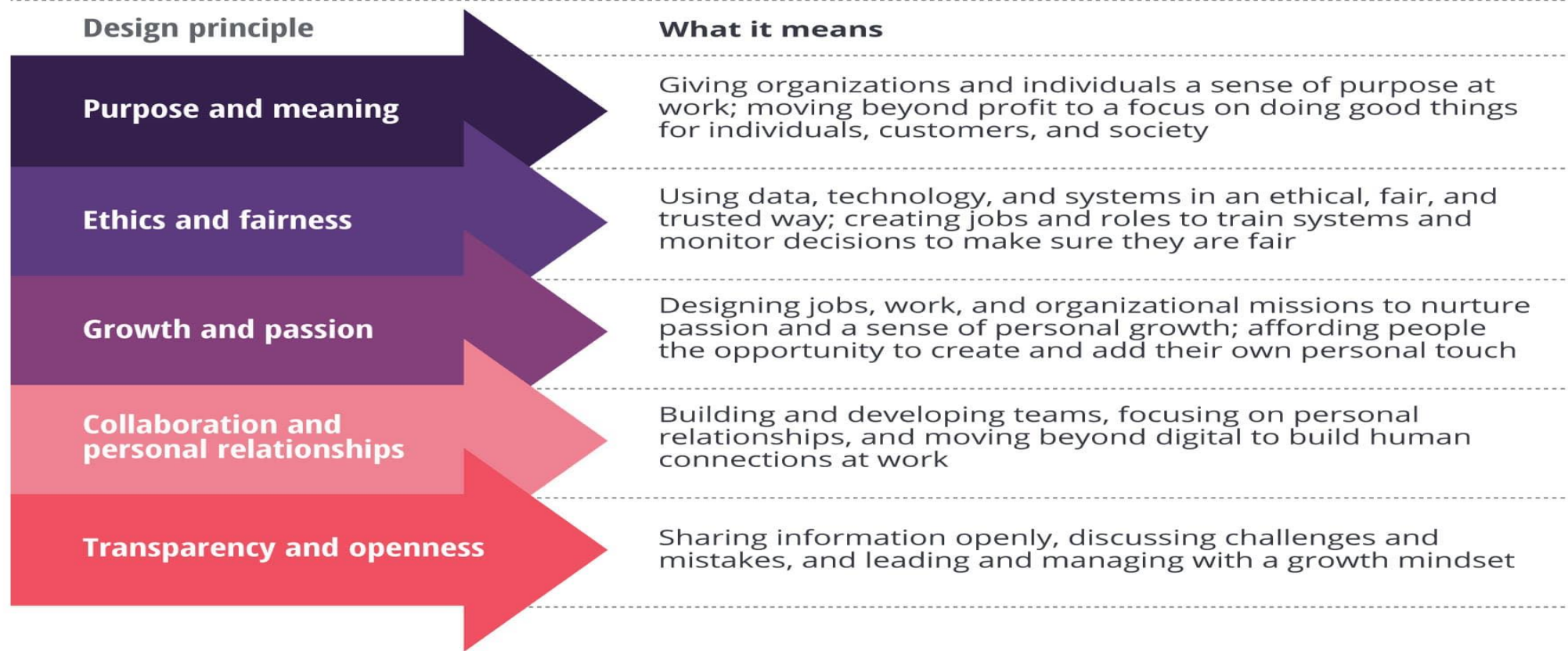


According to Dept of Home Affairs, for every 1 professional entering SA, 8 professionals are leaving (2017)

Career Development in the 21st Century

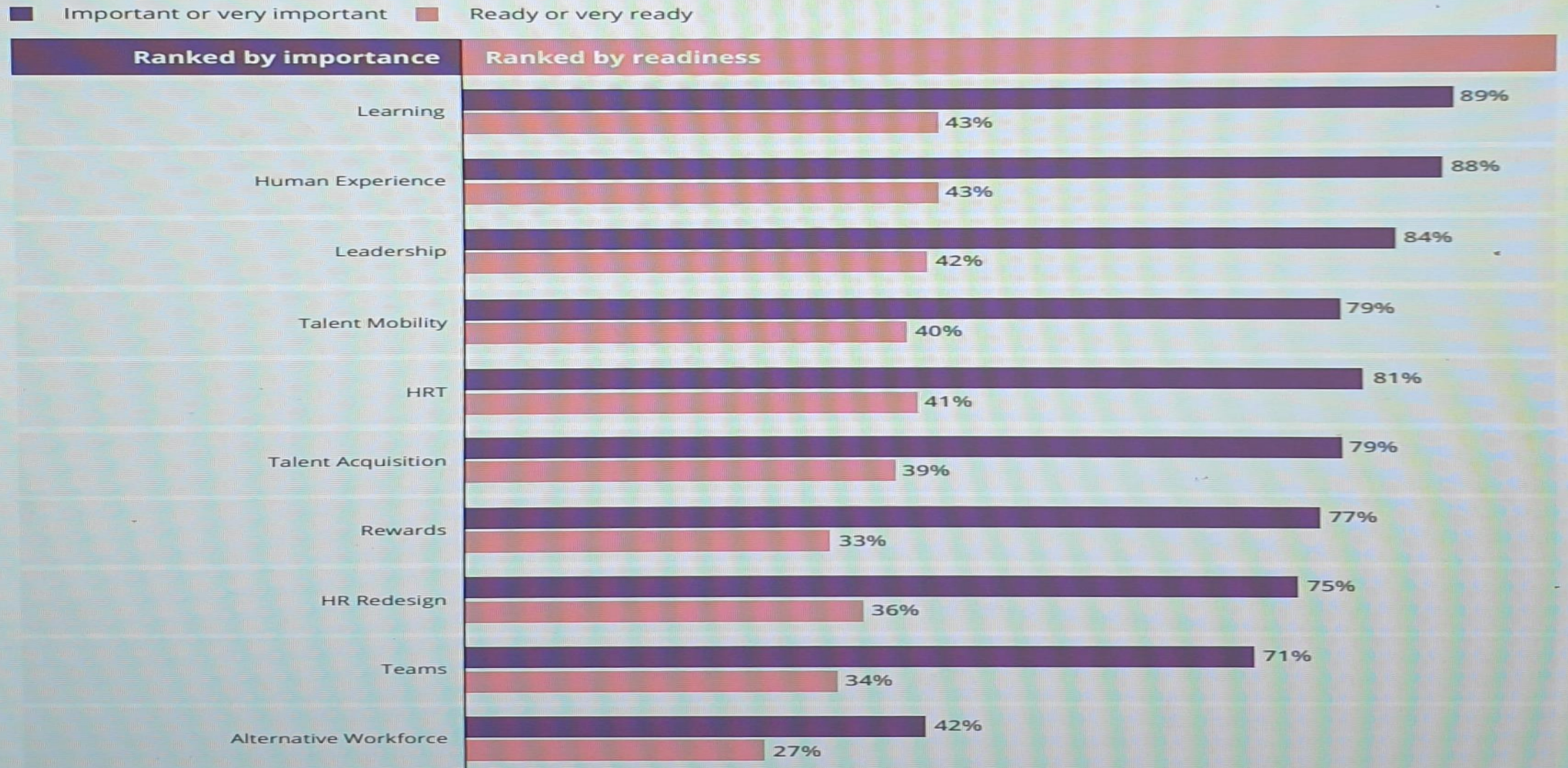
FIGURE 4

Human principles for the social enterprise: Benchmarks for reinvention



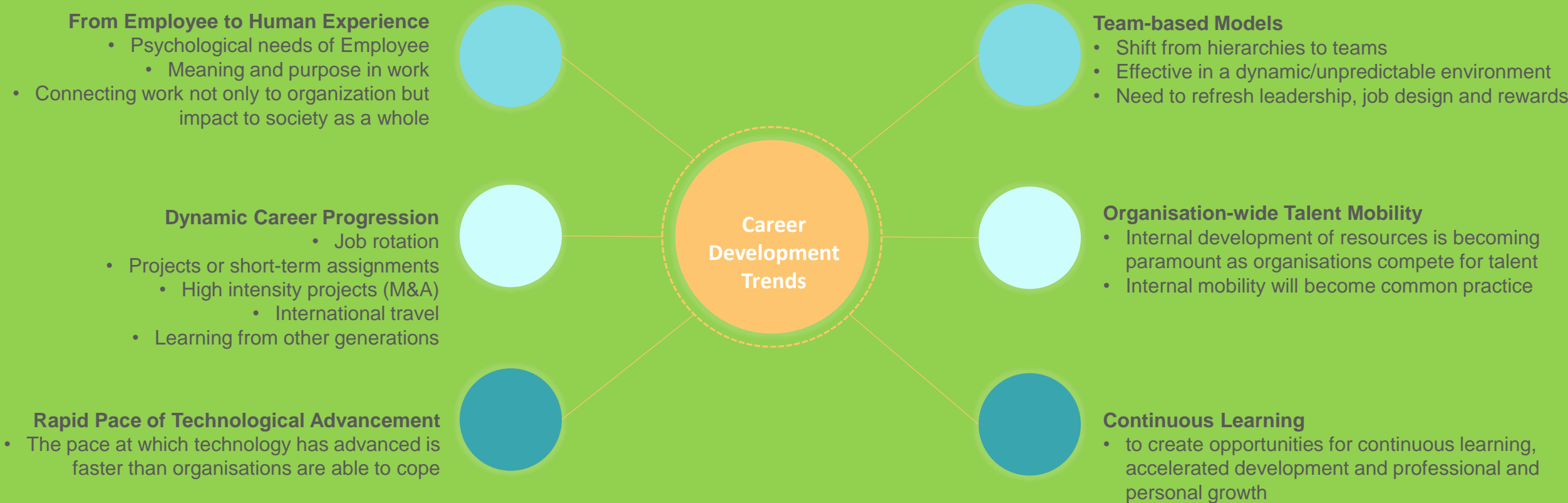
Source: Deloitte Global Human Capital Trends survey, 2019.

Human Capital Trends for South Africa Importance and Organisational Readiness



Source: Deloitte Global *Human Capital Trends* Survey, 2019

Trends in Career Development: SA



Trends in Career Development: SA



What employees need are new challenges, new ways of working, and new environments to work in!

Career Development Statistics in SA

Career Paths

- **30%** of South Africans do not have clear paths in their organisations, while **16%** use short term assignments as part of career development
- **27%** of South Africans state that they are restructuring their career models

Career Management

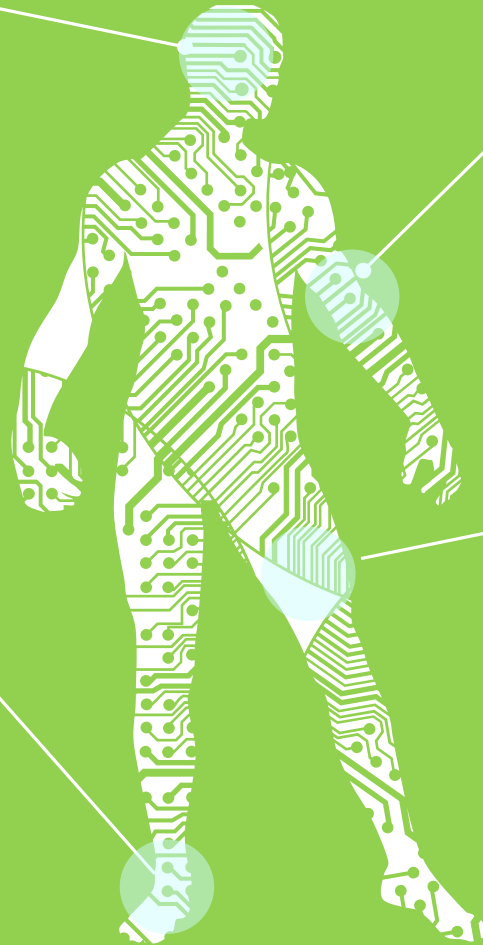
- **12%** of South Africans state that their organisations exposes them to high performing peers, offers coaching, mentorship and career development programs
- **31%** feel that their organisation are effective in empowering them to managing their careers

Career Perceptions

- Career development is a regulatory and compliance requirement issue for **21%** of South African organisations
- **16%** believe that they help employees grow and navigate careers within the organisations

Career Preparedness

- **58%** of South Africans describe their organisation as prepared, which rates the country “not ready” when it comes to how employers manage careers and deliver learning and development.
- **8%** of SA organisations are helping employees build their skills



The Future of work / Reimagining Work

Digitisation

Physical and digital technologies are combining through analytics, artificial intelligence, cognitive technologies and the internet of things (IoT) to create digital enterprises that are both interconnected & capable of more informed decision-making

Changing Workforce

Varying forms of Employment is now necessary for growth

Contractors

Freelancers – paid by day/hour

Gig workers – paid by task completion

Redesign of Job Roles

Focus on Human Dimension of Work

Learn how to maximise the benefit of both technology and human potential for improved productivity

Skills Development

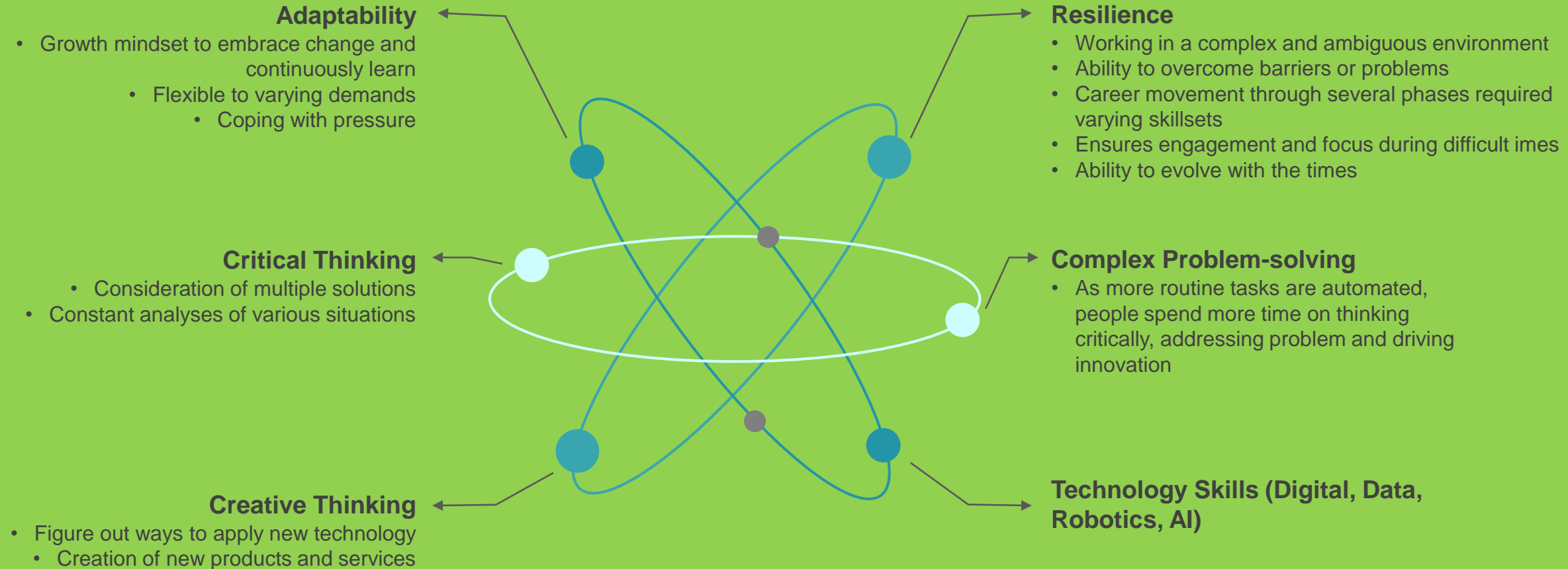
Reskilling current employees

Upskilling people with Different skills

Developing the skillset for new job roles

Technology Advancement is transforming how we think, work and adapt to a changing world!

Critical skills for the future



Unique Human Capabilities



01

Imagination

02

Curiosity

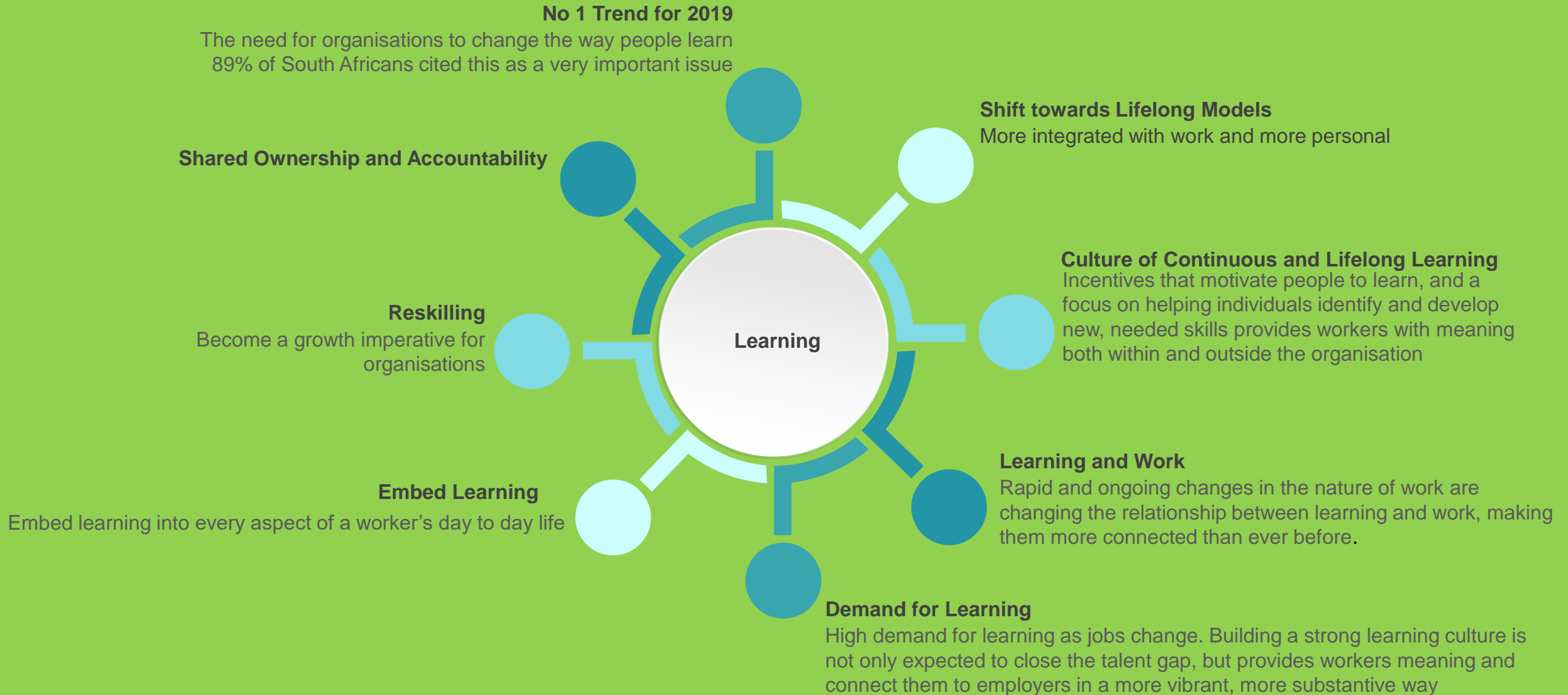
03

Self-Development

04

**Emotional Intelligence and
Empathy**

Reinvention of Learning



Leadership in SA



The constant influx of new technologies means that organisations need to be able to operate and lead in an environment of continuous innovation where what is coming next is often uncertain!

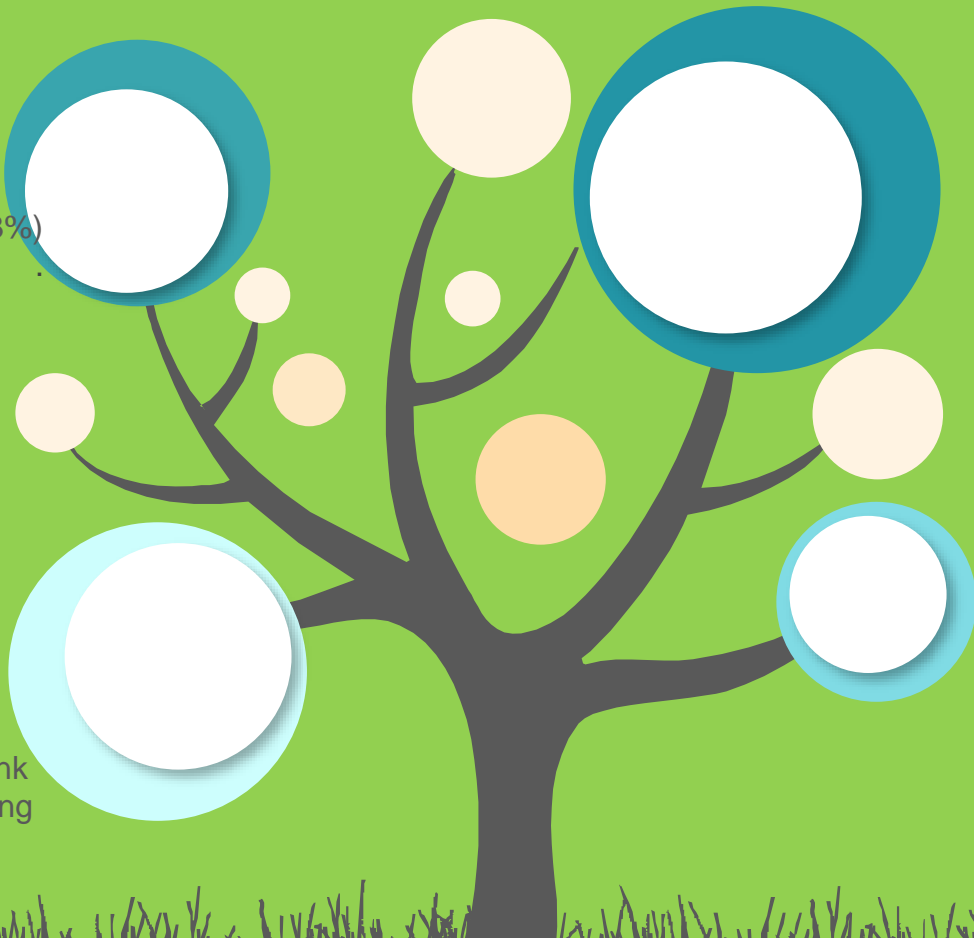
Impact for Leadership in the 21st Century

Navigating Digital Trends

- Direction: Providing vision and purpose (26%)
- Innovation: Creating the conditions for people to experiment (18%)
- Execution: Empowering people to think differently (13%)

People Empowerment

Empowering people to actively develop throughout their lives will require leaders to dramatically rethink their approaches to learning, reskilling and capability development



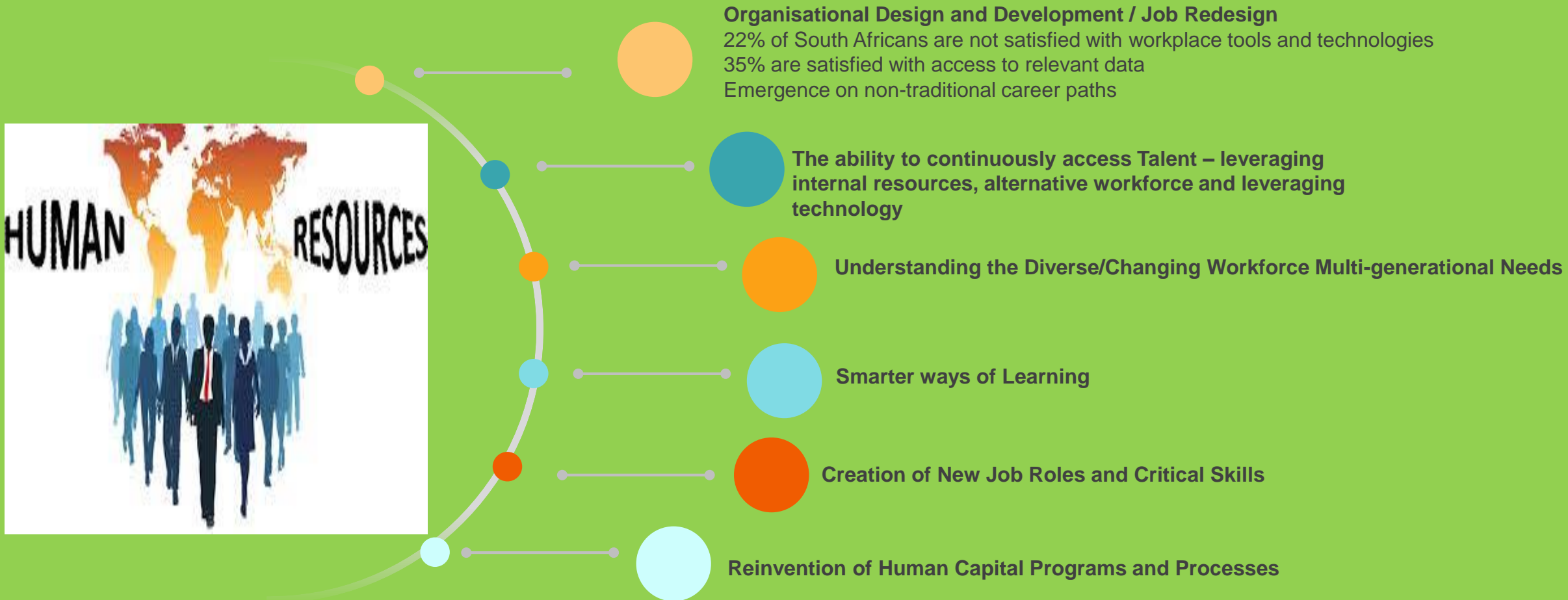
Most Important Requirements

- Lead more complexity/ambiguity (83%)
- Lead through Influence (80%)
- Manage Remotely (62%)

Ability to:

- Lead through change
- Embrace Uncertainty
- Manage increasing complexity
- Understand digital and AI-drive technologies
- Managing changing customer and talent demographics
- Handling cultural differences

Career Development Impact for Human Capital



HR is a riding wave of transformation brought on by changes in technology, economy generational differences, values, skills gaps and organisational structures

Relevant Statistics in SA

One of the biggest challenges is the need to improve the employee experience with 84% rating this as important and 28% rating it as urgent showing that organisations are not currently making work meaningful

6% of employees state that their learning function is excellent at quickly identifying and meeting evolving workforce needs

66% of companies use contractors because of scarce technical skills and 50% use them for innovation and design skill

Freelance, temporary and part-time workers make up between 16-20% of the working population

46% of organisations believes their leaders are somewhat prepared for the digital economy

39% of employers believe their employees have an easier time finding a new job with a new employer than within their current organisation, moreover the number 1 reason that people quit their jobs is the inability to learn and grow

89% rate learning as important whilst 43% are not ready for it



Source: Deloitte Human Capital Trends

Factors Impeding Career Development in Private Sector



Factors Impeding Career Development in Public Sector



Job profiles and competencies poorly defined

Performance management is not fully implemented

Impact to performance and talent identification
Unclear understanding of organizational expectations
Poor staff morale

Career Pathing

Typically based on seniority and length of service in the organisation

Absence of Leadership Commitment and Culture of Complacency

Reduces employee engagement

HR Structure and Model Inefficient

Alignment to Business partners
Set up of Learning and Development

Greater emphasis on pay as opposed to Career development

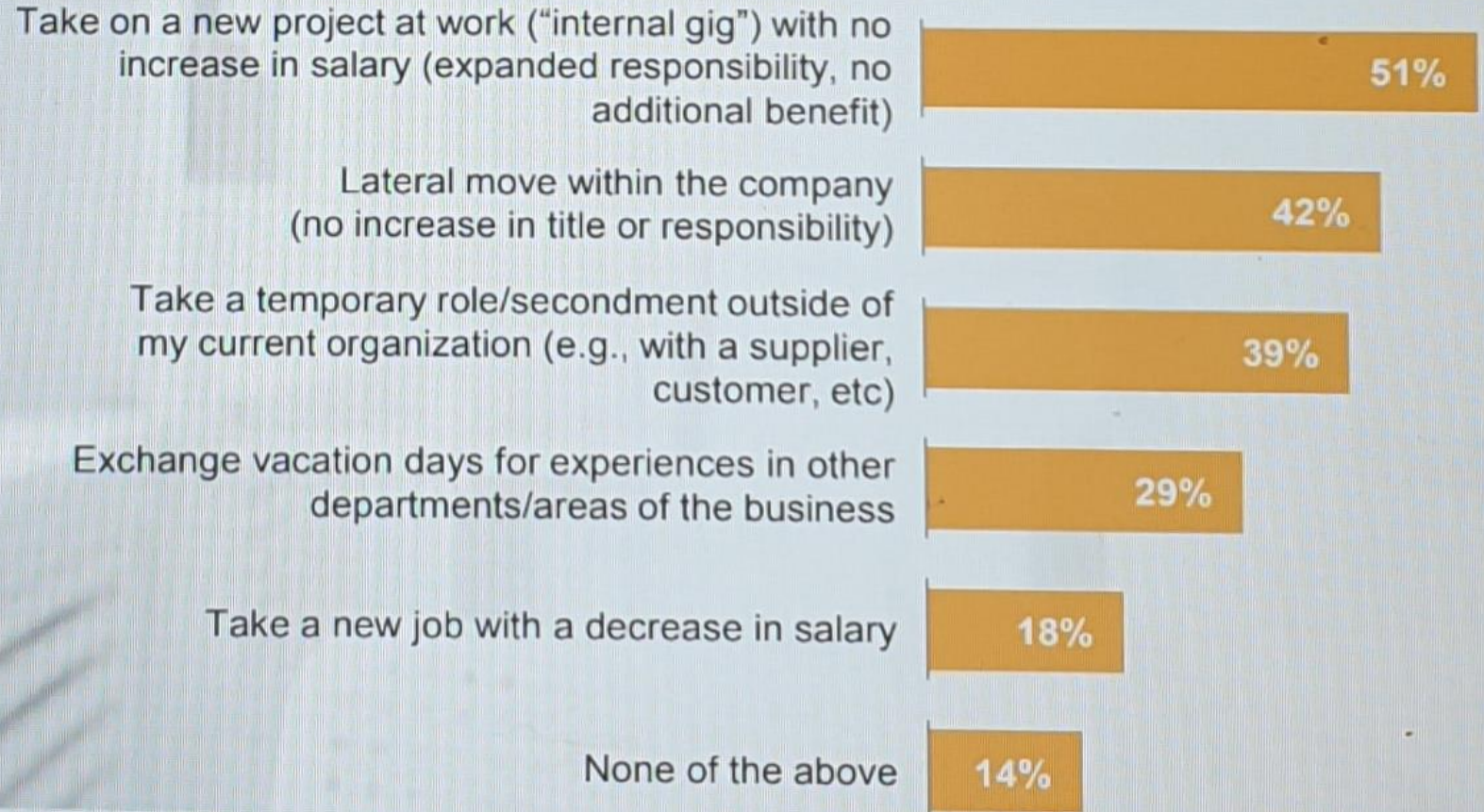
Youth Entering the Workforce: Challenges



- Highly motivated and eager to learn
- Lack of work-readiness and critical skills required for the workplace
- Lack of support in effective integration into the organisation
- Job roles are not clearly defined
- Learning interventions are not adequately met
- University curriculum in some case are not adapted to the working environment
- Learner drop-out
- Unsupportive supervisors – development isn't identified and tracked

Global Trends in Career Development (Mercer)

Which of the following have you done or are you willing to consider to gain experience?



Mercer Global Trends – Employee Insights

What career support is provided to employees?

82%

A career portal with pathing information

79%

Training content aligned to future needs

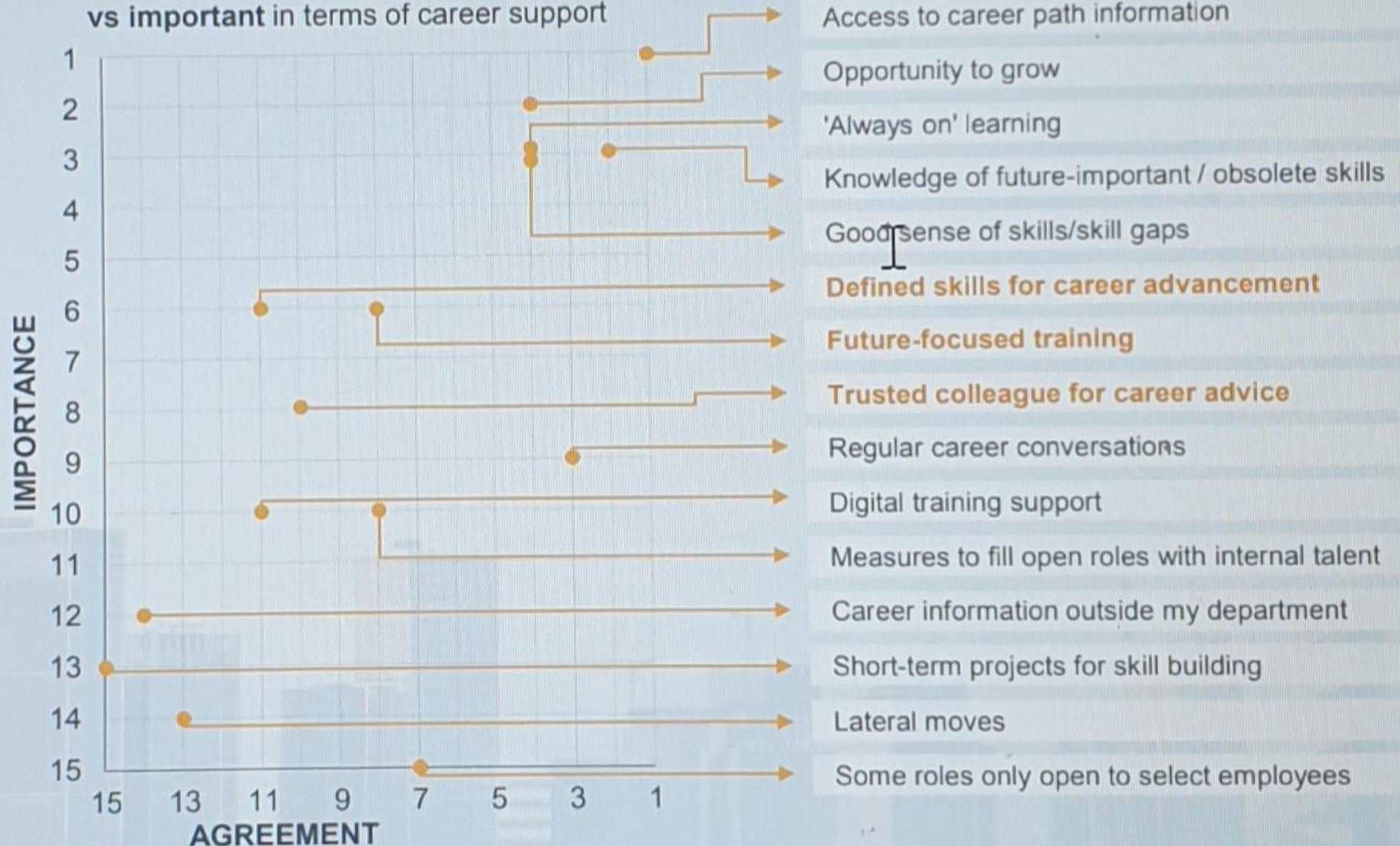
77%

Lateral moves for development purposes

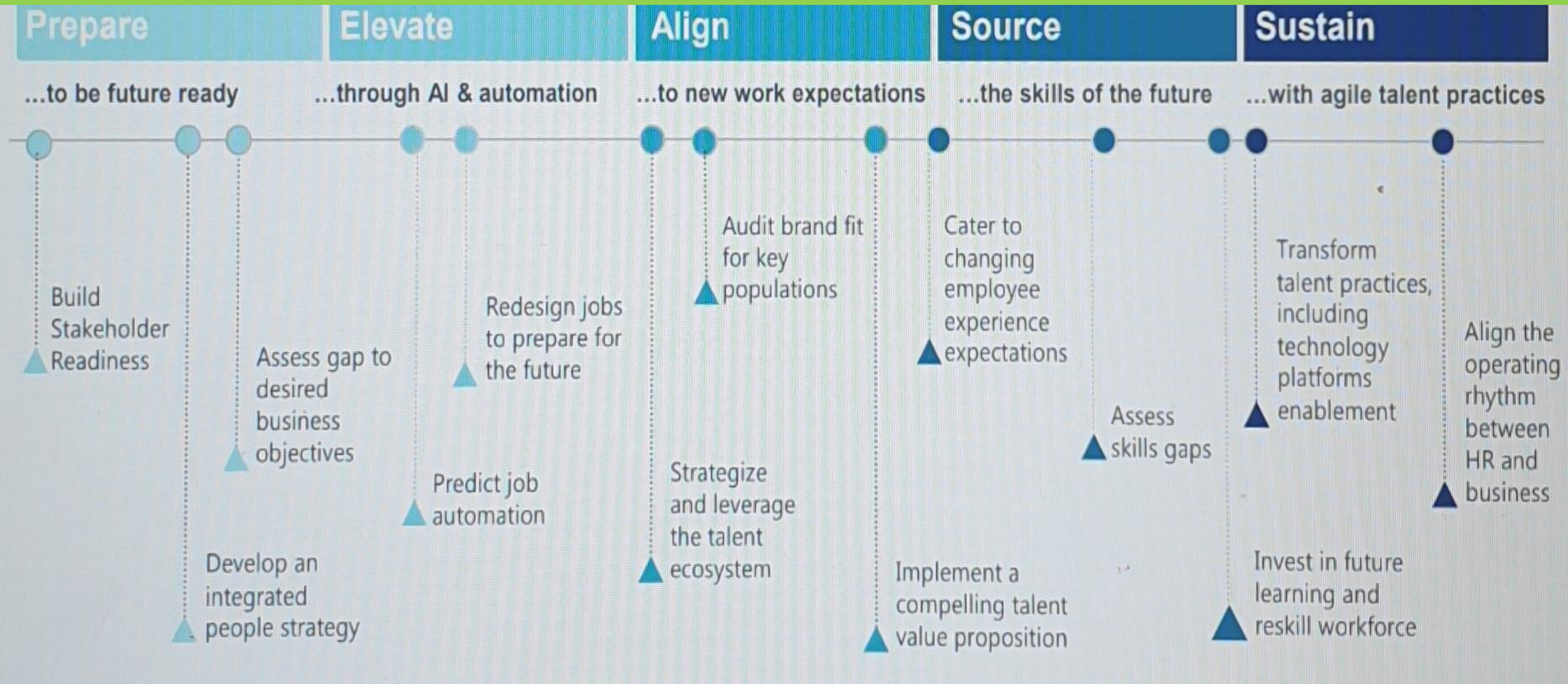
76%

Always-on learning opportunities

Here you can see what employees rate as **strong vs important** in terms of career support



Mercer Global Trends – Building the Workforce of the Future



Mercer Global Trends – Gender and Generation

GENDER

— Male — Female



GENERATION

— Gen Y — Gen X — Baby Boomer



Companies that are Leading the Way



GOOGLE

Job Roles

Allows employees to craft their own jobs based on values, strengths and passion which is said to be the essence of happiness at work



Mars, Inc

Job Rotation

Broadens expertise, depth of knowledge and attracts younger employees



Spotify

Career Framework

Variety of roles in a variety of contexts offered over time to work with multiple teams, multiple projects finding ways to align your interests to organisational needs



IBM

Self-Assessments

IBM created self-assessment tools to help employees find training, job posts and career paths most relevant to their personal needs

Questions for Organisations

How can organisation reimagine the workforce to deploy talent using the full range of traditional and alternative work arrangements

01

How do organisations design jobs, work experiences and environments to drive meaning in work

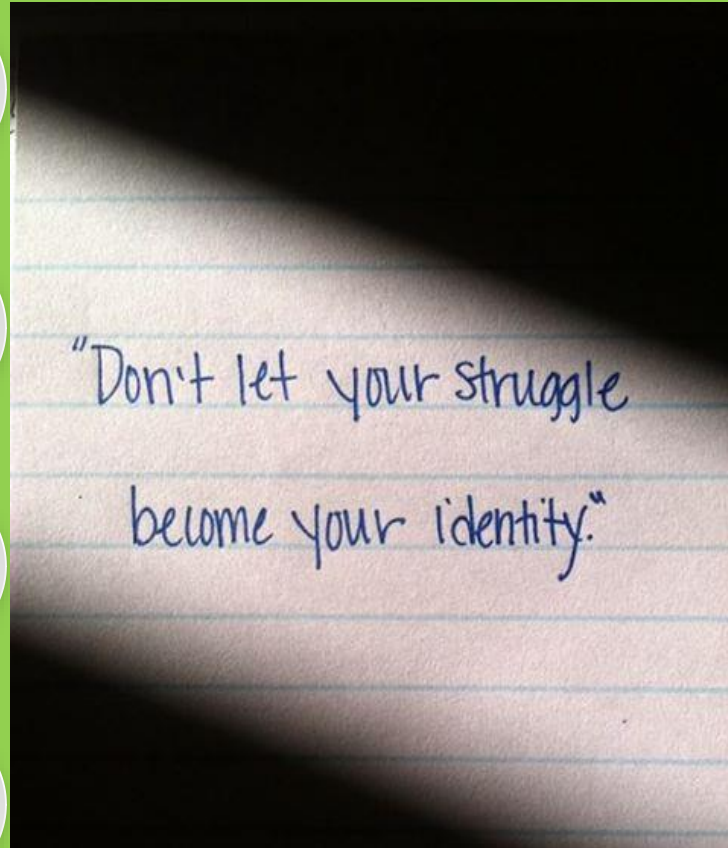
02

How can organisations better understand what employees want and value.

03

How do we integrate machines and people into a new way of working

04



05

How can leaders developed with the right mindset, attitudes and behaviours to manage in a complex environment.

06

How do you connect employment to a meaningful human experience

07

Has our organisation mapped its digital future and organised learning programmes for the various jobs and skills required in the short and long term?

08

How can HR be better set up to support career development?.

Thank you

Back Up Slides

SA – Critical Scarce Skills

Health Professions Medical Superintendent and related clinical Sciences

- Public health physician
- Hospital pharmacists
- General and medical specialist practitioner

Skills Trades

- Millwright
- Boilermaker (For strategic infrastructure projects)
- Raise-Bore Operators

Business process outsourcing

- Software Development Outsourcing Engineers and managers
- System architects
- Quality Analyst

Information Specialist Technology

- Network controllers and specialists (security)
- Solutions Architects in Telecommunications and ICT
- Integrated developers (PHP, Perl, Java)
- IT security specialists

Engineering

- Metallurgical Engineer
- Mechanical engineering technologists
- Mining and electrical engineers
- Civil engineers
- Advanced composite engineers



SA – Critical Scarce Skills

Agriculture and agricultural operations and related sciences

- Agricultural engineer
- Forestry technician
- Agricultural scientist

Architecture and Built Environment

- Urban and regional planner
- Quantity and land surveyor
- Architect

Business, Economics Actuarial and Risk management

- Actuarial and management assessors
- External auditing
- Financial investment advisor
- Big data and analytics



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