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The Time For Leadership Has Arrived



Exploring Graduate Unemployment

Celebrating Workers' Month



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INSIDE

BOARD DESK

- The Time For Leadership Has Arrived

FEATURED

- Workers' Day 2017

HR STANDARDS

- Exploring Graduate Unemployment

HR AUDIT

- What Is Your HR Department's Status?

BOOK REVIEW

- Organisation Designs From Start-Up To Global

INNOVATION

- Changing offices: The SABPP case study
- The Workplace Wellness Alliance
- Start the transformation conversation

INDUSTRY NEWS

- What Modern Day Slavery Means For Your Organisation

LQA

- AMT Placements (Pty) Ltd – Learners graduate in record time

EVENTS

- Upcoming events

ADVERTORIAL

- How to Incorporate Younger People in the Workplace

PAGE 3 CONTACT US

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BOARD DESK



THE TIME FOR LEADERSHIP HAS ARRIVED

Last month was a difficult month for South Africa. On both the political and economic fronts we encountered significant turmoil with the downgrading of our country to junk status. Yet, we as HR professionals are expected to remain resilient and support our management teams and staff in continuing to drive business performance. During this time of economic and socio-political challenges fuelled by the perpetuation of inequality, unemployment and poverty we are reminded of the need to be professional despite the chaos around us.

However, these changes in an uncertain business environment require HR professionals to be able to continue providing hope and to coach line managers in keeping staff motivated against all odds. This requires exceptional leadership in building trusting environments in a world in which trust has been eroded. I want to invite HR Managers and learning providers to engage with me as we start a new journey of putting leadership at the centre of our conversations and skills development efforts within our organisations, economic sectors and indeed nationally. Any inputs and suggestions are welcome in finding a solution of the leadership challenge in our organisations

and in our country. As HR professionals we cannot continue to sit back as things fall apart around us. This is a call for taking up the leadership challenge and building a nation of leaders who take our organisation and country forward. Imagine what we can achieve if we can develop a national pool of leaders who achieve excellence and impact on a daily basis.

Perhaps it is time to remind ourselves of the importance of bringing humanity back into the workplace and society at large. This week we were first reminded of our significant achievements as a nation over the last 23 years by two key public holidays: Freedom Day and Workers' Day. Freedom Day is a celebration of our national achievement as a nation, and Workers' Day serves as a reminder of the ongoing quest to put the worker at the centre of society. We have come a long way in advancing workers' rights over the last century, but we are reminded of the ongoing pursuit of worker empowerment, not only in the workplace but society at large. This is the reason why HR work is so meaningful, while we continue to build worker friendly organisations, we are contributing towards driving business objectives and results. In essence, Freedom

Day and Workers' Day can be seen as a call for HR professionals to make the Constitution visible in the workplace and to advance equality, equal opportunity, employment equity, effectiveness and efficiency, thereby addressing both social and economic imperatives in the process.

I thank all HR professionals who have already stepped up into leadership roles and I invite the rest of you to join the journey towards leadership excellence in our workplaces, learning environments and society at large. At a personal level, for SABPP staff and committees, the month of April represented a change in environment as we moved to our new office in Rosebank. I thank all staff for their seamless transition into their new work space. I also want to thank our first visitors to the new office (223 Jan Smuts Avenue, Rosebank) for their encouraging feedback. We will continue to make our office environment professional in enabling us to serve the HR profession and broader business and government market.

While HR professionals have an important leadership role, as SABPP we also need to continuously remind ourselves of the need to build our own leadership competence and impact. Last week we embarked upon the process of empowering our committee chairpersons with leadership and corporate governance knowledge during our first committees chairpersons session at our new office. You will notice the change in the next few months as our national committees continue to drive national HR governance. This process will be followed with provincial leadership empowerment as we continue to serve our members in the provinces. Likewise, all our managers will undergo leadership development to enable us to step up to the leadership challenge.

The time for leadership has arrived. Let us all join the journey and make it work, not only for the current generation, but also the next generation of leaders who will lead HR departments, learning providers and organisations as we start preparing for the 2020-2030 workplace - a decade that will be characterised by even more change, uncertainty and transformation. On behalf of the SABPP Board Exco, wishing you all a productive month of May!

Marius Meyer
CEO: SABPP





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WORKERS' DAY 2017



Lathasha Subban

The 1st of May celebrates Workers Day around the world, and South Africa celebrates an element of its democracy in it as well. As a country, we have come a long way in developing our nation in skills and competencies, and focus on continuously improving that aspect of our workforce.

The reality is that up to the middle of the twentieth century, work was characterised by slavery, exploitation, discrimination and the gross violation of human and worker's rights all over the world.

Thankfully the working conditions have improved, yet there are still challenges that we face as a nation. Currently South Africa is facing strike action, minimum wage and retrenchment challenges in the mining and higher education institutions. With the recent "junk status", South Africa faces the strain of more future challenges like an increase in retrenchment, organisations struggling to retain their workforce or afford them, and the implementation of minimum wage.

By reminiscing on the history of the Workers' Day which started in the 1886 Haymarket Affair in Chicago, (USA) where police tried to disperse a large crowd of striking workers who were demanding shorter hours of work. A bomb was thrown at the policemen by an unidentified assailant resulting in the law enforcers firing live ammunition at the defenseless crowd. Since then this day has been used by the working class across the world to emphasise the need for fair labour practices and conditions of employment. In South Africa on Workers' Day we also celebrate the role played by trade unions and other labour movements in the struggle against apartheid. The launch of the new workers Federation, the South African Federation of Trade Unions last week is further evidence of the worker centricity of our society.

Jeremy Cronin reminds us of the perpetuation of inequalities in certain sectors of the South African economy. He states in the Sunday Times: "Black workers and the urban poor continue to be hugely disadvantaged by their geographical marginalization in dormitory townships."

The newly launched trade union grouping in South Africa - the South African Federation of Trade Unions (Saftu) - promises to be a voice for the growing numbers of unorganised and marginalised workers in the country.

Source: <http://uncova.com/south-africa-can-the-new-federation-of-trade-unions-break-the-mould>



Image: lucienvanderwalt.wordpress.com (The second current was represented by the Trade Union Council of South Africa (TUCSA), which included registered industrial and craft unions and was formed in 1954.)

Workers Day is an inspiration that helps us remember our progress as a nation, it is one that is shared with many countries around the world. Even in the face of challenges, we have survived atrocious circumstances and are still standing strong in the midst of difficulty.

The advocacy for workers' rights have been evident in the recent years, and the improvements have been on going. Human Resources (HR) has been at the centre of the development of worker's rights as it manages the different needs of workers and at different levels of work with its fiduciary duty intact. The human aspect within any business must be managed with upholding the best interest on the employer and employee. So, HR has a big task ahead of them to drive workers' rights in line with the spirit that it was created with. The world's first set of National HR Standards developed by SABPP in 2013 is further evidence of the need to get the centre of any organisation

right, i.e. work. Work drives an organisations sustainability and existence. We can now reflect on the 3 R's we celebrate today:

- **Rights:** Today workers have rights in many countries, and these rights are enshrined in national constitutions, national bill of rights in many nations, international labour standards and a focus on decent work, taken through to national labour legislation, codes and regulations.
- **Responsibilities:** Despite the focus on worker rights, most employees realise that they have a co-responsibility with management to make a meaningful contribution to productivity in workplaces. For instance, without the active contribution of workers, safety at work will remain a pipedream.
- **Results:** Workers have contributed to performance, sustained their families, provided products and services to customers, grown their companies and industries, as well as societies and economies. While management, with the support of high level specialists such as engineers and architects, designed and planned the construction of buildings, not a single building would have arisen without the sweat and meticulous hard work of labour.

Workers Day reminds us of the continuous striving towards exercising our rights, accepting our responsibilities, and achieving results. At times, further sacrifices may be needed to achieve an optimum balance between rights, responsibilities and results.

HR has to drive the balance between rights, responsibilities and results by acknowledging and planning for the future. The change in job functions or the possibility of jobs becoming obsolete is very likely in the way the new world of work is positioned. Workers have to be prepared for the future trends that will dictate a new era of change in rights, responsibilities and results. The Deloitte Human Capital Trends Report for South Africa 2016 :The new organisation: Different by design , expands on the trends that will redefine the orgainisation and inevitably the workers life.

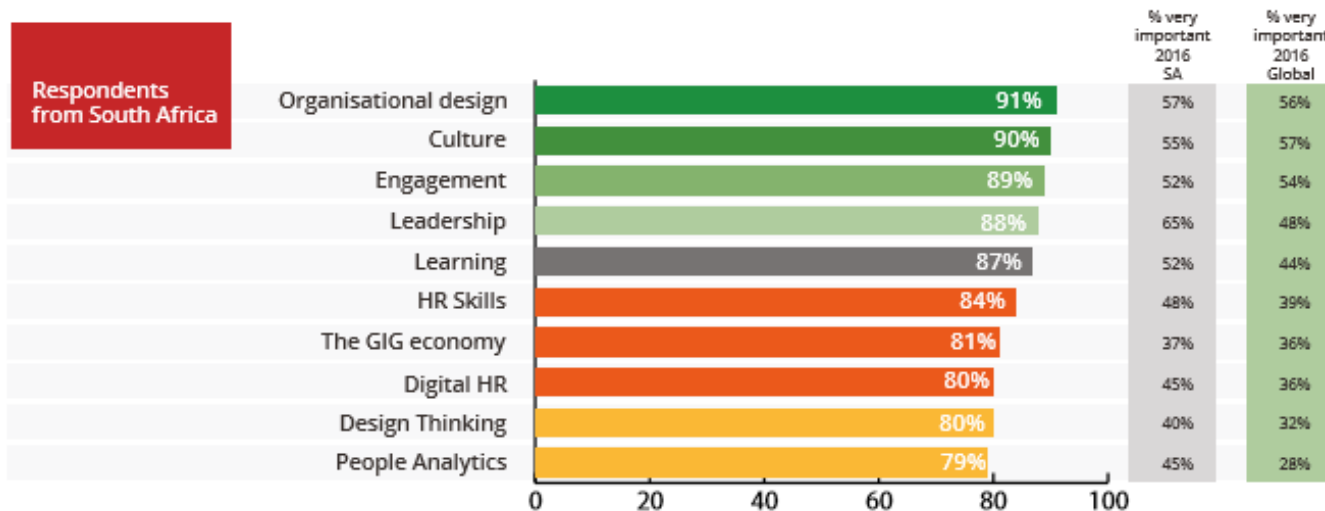


Figure 1: The top 10 Global Human Capital Trends for 2016, South Africa compared with Global responses

Though the human capital trends are vivid on the horizon, the immediate challenges still pursue. Despite fair labour laws and the gains made by workers in recent times, the reality is that workers still face significant challenges that could take decades to resolve:

- The pursuit of equal opportunities is an ongoing reality worldwide, and not a single government can proudly proclaim that inequality in terms of race, gender, disability and other forms of discrimination has been eliminated completely.
- Courts are kept very busy with continuous labour disputes based on poor working conditions and other forms of unfair labour practices.
- Child labour, abuse of women and lack of opportunity for people with disabilities still occur in many parts of the world.
- While advances in safety have been made, accidents still occur resulting in injuries and loss of life. Notwithstanding this progress, it is now a reality that more workers die from poor health (caused by poor lifestyle, poverty, and diseases) than from injuries at work.
- Skills and talent shortages are perpetuated all over the world through lack of access to education and development opportunities, making it difficult for many employees to realise their full potential.
- The explosion in executive pay over the last decade exacerbates pay gaps between the highest and lowest earners in society. This has resulted in strike actions leading to more labour disputes.
- Socio-economic impact factors have led to companies retrenching employees in big numbers. Due to the increase in costs and sustainability of the business, the affordability of retaining employees become strained resulting in retrenchment.
- World-wide, the level of unionisation is decreasing, and this means that protection and advancement of workers' rights needs to be handled differently.
- Although significant progress has been made regarding gender equity, flexible work practices appear to be the exception rather than the norm and an appropriate work-life balance is often not achieved.
- The recent trend toward indigenisation in certain countries could limit opportunities for expatriates and fuel xenophobia, especially in the light of the increased globalisation of workforces and workplaces everywhere.
- Youth unemployment has risen in many parts of the world, and if not addressed will widen the gap between the employed and the unemployed, thereby threatening political stability in many countries.

But what exactly should employers do to show their commitment to worker rights and empowerment? The SA Board for People Practices proposes the following key actions:

1. Identify factors which will help to create a people-driven organisation culture where each employee can realise his or her potential. If people really are your most important asset, treat them as such.
2. Create Wellness strategies that holistically views an employee's need for work-life balance.
3. Ensure compliance to international labour codes, such as the labour standards of the International Labor Organization, in all countries where you do business.
4. Review all HR and other policies in your organisation to ensure compliance to all labour laws, codes and standards. Best employers are already proud to announce that they exceed the minimum labour standards.
5. Assess your company's contribution to the socio-economic landscape, the lives of workers, and the communities in which you operate.
6. Create a personal development plan for all employees. Show them how they can create a career and better themselves.
7. Review the gap between the highest and lowest earners and ensure fair and market-related salaries where possible. Consider how equitable the profit sharing in the business is and think about how to introduce profit and productivity schemes.
8. Eliminate all forms of direct and indirect discrimination in the workplace.
9. Abide by a Code of Ethics that realises equity, equality and fairness.
10. Invest in skills development as the major source of worker empowerment.
11. Apply the HR Management System Standard of South Africa developed by SABPP, it helps you to get the focus on leveraging work and workers for optimum productivity.
12. Involve workers in the process of creating sustainable organisations, not only for our own organisational growth, but to sustain the earth for future generations.

In the world of HR, Workers Day is acknowledged and remembered daily. As a profession, we must uphold the fairness and rights within the organisation. We must encourage stronger employer-employee collaboration that creates solutions to the challenges faced. We have to nurture relationships that grow into creating healthy environments to work in. We must provide the platforms for innovation, collaboration and development. We must lead to develop maturity in mind sets and behaviour, that will ultimately contribute to worker empowerment, socio-economic development, profit and sustainability. We should always aim to grow the people in our organisations, that eventually builds our wonderful nation. Celebrate Workers Day with hope and achievement.

This article was written by Lathasha Subban Head: Knowledge and Innovation of the SA Board for People Practices (SABPP) with contributions from Marius Meyer, CEO of the SA Board for People Practices (SABPP).

HR STANDARDS



EXPLORING GRADUATE UNEMPLOYMENT

Dr Shamila Singh

Unemployment is a socio-economic challenge, with economic costs and many other challenges. It reduces economic welfare, reduces output and erodes human capital. These costs make unemployment a high priority in countries such as South Africa (Oluwajodu, Blaauw, Greyling, & Kleyhans, 2015)

According to Statistics South Africa the unemployment rate in South Africa fell to 26.5 percent in the last three months of 2016 improving from the 27.1 percent in the previous period. In 2011, the unemployment rate was at 24.2% and in 2013 it had increased to 25.2% (Statistics South Africa, 2014). Unemployment Rate in South Africa averaged 25.37 percent from 2000 until 2016, reaching an all time high of 31.20 percent in the first quarter of 2003 and a record low of 21.50 percent in the fourth quarter of 2008.

At the same time, there was a structural change observed in labour demand trends shifting towards high-skilled workers

(Bhorat & Jacobs, 2010). This structural change has led to the conclusion that the unemployment problem in South Africa is structural, in the sense that the poorly educated workers, who constitute the vast majority of the labour supply, cannot find employment due to insufficient demand for low-skilled resources (Pauw, Bhorat & Goga, 2006).

Youth Unemployment

In the world, generally a trend that emerged is that youth face even higher rates of unemployment when compared to older members of the labour force. Post the global financial crisis this is even more pronounced (Levinsohn, Rankin, Roberts & Schöer, 2014) and is particularly acute in South Africa.

Young South Africans, defined as the age group between 15–34 years (Department of Basic Education, 2011), have, however, become better educated over the last decade. Another dimension and trend is that there has been an increase in the

enrolment rate at tertiary educational institutions. According to Broekhuizen and Van der Berg (2013), 57.9% of the labour force has completed their education at a tertiary level. This implies that the size of the graduate labour force is increasing in accordance with the structural change in demand for high-skilled workers (Daniel, 2007).

Graduate unemployment

Broekhuizen & van der Berg (2013) argued that graduate unemployment in South Africa is neither high nor rising at an alarming rate.

In fact, considering the high levels of overall unemployment in the country, graduate unemployment is remarkably low. Yet widespread public misconceptions remain about the extent of graduate unemployment in South Africa.

These scholars provide reasons for misconception is attributed to the methodological and definitional shortcomings related to the term graduate. As a result, findings on graduate unemployment are often conflated with findings concerning students who have tertiary education, but who have not done a degree. This is a major source of incorrect conclusions.

Broekhuizen et al (2013) provide more definitional clarity in defining a graduate as someone who has a bachelor's or higher degree from a higher education institution (a university or a former technikon). People with non-degree, post-secondary certificates and/or diplomas may more appropriately be referred to as diplomates. Together, diplomates and graduates constitute the tertiary-educated (hereafter referred to as tertiaries).

Clearly, lumping graduates and diplomates together as though they constituted a single, homogenous group would lead to an exaggerated perception of graduate unemployment. Yet, few studies (or related media reports) adequately differentiate between these two groups when drawing conclusions about apparent graduate unemployment levels and trends.

Graduate Unemployed Statistics

Graduate unemployment level is not significantly higher than in 1996. Despite a significant increase in the recessionary period since 2007, graduate unemployment was still only 5.9% in 2012, having been 5.4% in 1996 – a change so small it is not statistically significant.

Employability of graduates

South Africa's stock of graduates (properly defined) has grown rapidly over the past 15 years. In 1995, there were approximately 463 000 graduates in the labour force. By 2012 this has more than doubled to about 1.1 million. Yet, despite this significant influx of graduates into the domestic labour market, the broad unemployment rate for graduates remains below 6%. Of the approximately 1.1 million graduates in the labour force, only about 66 000 were unemployed (QLFS 2012, third quarter). That simply does not constitute a crisis of graduate unemployment. (For diplomates, though, the situation is different – but that is quite another matter.)

Black graduate absorption rate in the labour market

The rapid expansion of the graduate labour force after 1995 was accompanied by a dramatic change in the racial composition of graduates. In 1995 there were approximately 1.7 white graduates for every black graduate in the labour force. By 2012, this ratio had decreased to 0.9, largely due to the significant growth in the number of black graduates over the past 20 years. In fact, South Africa's 23 public institutions of higher education now collectively produce significantly more black than white graduates every year. As a result, the number of black graduates in the labour force now exceeds the number of white graduates.

The number of employed black graduates has increased greatly since 1995. Black graduate employment grew, on average, by 6% per annum over the 17-year period – from 145 000 in 1995 to 454 000 in 2012. Moreover, contrary to most expectations, the vast majority of this growth occurred in the private sector. While black graduates employed in the public sector more than doubled between 1995 and 2012, the number employed in the private sector increased more than four-fold and is likely soon to outstrip the number of publicly employed black graduates.



HR AUDIT



WHAT IS YOUR HR DEPARTMENT'S STATUS?

Annetjie Moore

Following the recent devastating news of the country's downgrade to junk status by several rating agencies, we will start feeling the real economic impact on each household, our employees, with the upcoming petrol hike in May.

The Automobile Association predicts a fuel increase of around 55 cents per litre and 39 cents for diesel. This will take a bigger cut from the income of our already indebted employees who travel to work daily, not to mention the impact on prices of just about all products and services.

CEO of Debt Rescue, Neil Roets, states in Business Tech newsletter of 18 April that "The fuel increase is just the first of the dominos to fall. Growing unemployment and a slowdown on our already abysmal growth rate of 1.2% will soon follow as foreign investors seek greener pastures."

You may wonder what is the connection between the country's junk status and HR? It is easy to judge the government, corruption, lack of governance and ethics as the culprits as it is spread on the frontpages of the newspapers.

The status of your HR department is not necessary under the same public magnifying glass of business analysts, but it could possibly also be classified as junk status. It may sound harsh, but what is done to minimise HR Risk and improve service delivery to your customers who are experiencing life's challenges of increased school fees, food, transport and not to mention the stressors potentially single parents? Budgets are slashed as businesses entering survival mode and

the first initial cuts are often the HR budget for recruitment & training.

Risk Management

Now is the time for HR professionals to rise to the occasion and be true business partners. Assessing HR Risks as highlighted in SABPP HRM Standards and identify potential gaps as per the SABPP Audit Assessment tool as note below:

1. To increase the probability and impact of positive events and decrease the probability and impact of negative events caused by people factors on the achievement of organisational objectives;
2. To align HR and people management practices within governance, risk and compliance framework and integrated reporting model of the organisation (King IV)
3. To ensure appropriate risk controls are designed and applied to HR activities and that the interventions are based on evidence to ensure best use of time and resources (efficient & cost effective)
4. To ensure appropriate risk assessment practices and procedures relating to people factors are embedded within the organisation
5. To contribute in creating and sustaining a risk management culture in an organisation which also encourages innovation, creativity, management by fact and continuous improvement.

Employee Wellness

This element of the HRM Standards is crucial to the sustainability of any organisation. Often Employee Wellness is seen

as a nice to have and not as a strategic imperative. Leonard L. Berry wrote an article in the Harvard Business Review of December 2010 and we quote the following statistics, proving the Return on Investment:

1. 57% of people with high health risk reached low-risk status by completing a worksite cardiac rehabilitation and exercise program;
2. 4% is the voluntary turnover rate at SAS Institute, thanks in part to a highly effective employee wellness program;
3. Nelnet asks departing employees in exit interviews what they will miss most. The number one answer: the wellness program;
4. H-E-B estimates that moving 10% of its employees from high- and medium-risk to low-risk status yields an ROI of 6 to 1.

Linking this research back to our reality of employees and organisations facing difficult times ahead. This is the right time to promote opportunities and guidance that enable employees to engage in effective management of their own physical, mental, spiritual, financial and social well-being.

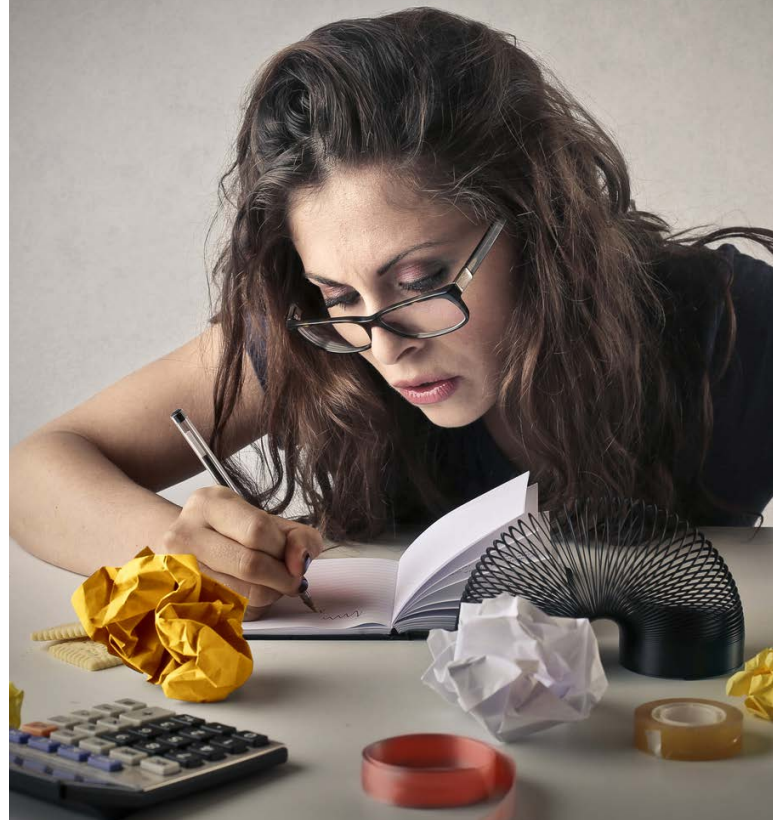
A few practical examples on financial wellbeing without a budget

- Work together with the Financial Director to engage with the company's bank to provide free financial planning for the employee and his/her partner
- Teach employees (and partners) to prepare a budget and how to manage it
- Provide employees with training on the risks of debt and multiple credit cards and other accounts
- When indebted, cut down on all unnecessary spending
- Any potential cash, pay it into bond, which can be used later in cases of emergencies
- Create an understanding of how a credit rating work and why it is important
- Pay debt off as soon as possible, and if in trouble approach a creditable debt management agency
- Consolidate debt
- Try an all-cash-diet

Although financial wellbeing is but one leg of overall wellbeing. Try to find your balance and add value to your customer. The aim is to ensure HR value add ends up in true HR business partnering resulting in integrated thinking and a sustainable business which contributes to employees, the community and the economy.

Annetjie Moore is Head of the SABPP HR Audit Unit

How different would your life be if someone didn't tell you about SABPP?

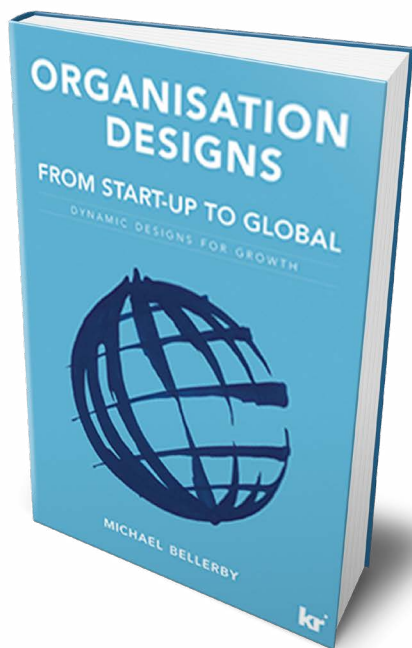


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BOOK REVIEW



ORGANISATION DESIGNS FROM START-UP TO GLOBAL

Michael Bellerby, 2017, KR Publishing

This book is an excellent tool for HR practitioners wishing to “up their game” on organisation design principles and implementation. The author has extensive experience in corporate roles and consulting, working with strategy and operational improvements. In this book he shows how to match organisation design to organisation strategy across all sizes and types of businesses. Whilst acknowledging that the ideas on organisation design are not new, and giving a very useful additional reading list, Michael Bellerby sets out in clear terms the critical issues influencing choices regarding organisation design. The book is not a quick read, although it is well written, as each paragraph deserves to be thought carefully about.

HR practitioners often find themselves working with organisational design changes without having a full understanding of the field. This book will help greatly to acquire that understanding. Michael manages to incorporate complex theory about organisations, such as Elliott Jacques’ Stratified Systems Theory, into practical approaches, using basic building blocks, for how to best choose an organisation design. He sets out the fundamental types of design and explains the advantages and disadvantages of each, all within the overall strategic intent of the organisation. He also integrates thinking around business models and operational models with the

organisation design approach.

Throughout, he brings in the role of stakeholders, and how the design must satisfy their needs, which I found to be a fresh approach. His discussions around the functions of leadership and management, developing strategy and operational models, allocation of resources and optimising internal communication are extremely well set out and comprehensive, making this book almost a quick guide to general management in a global economy.

He makes some interesting points about the importance of being clear on the function of different design elements, or parts of the organisation, to avoid duplication or inefficiency. For example, he discusses how centralisation of certain support functions, and siting them at a corporate headquarters, can blur the unique role of the corporate office in managing synergies, allocating capital and managing certain key stakeholders, and can lead to very misleading perceptions about the size and function of “head office”.

He also makes the point that moving to increasing complexity of organisation designs carries additional costs for the business, and therefore the added value of a particular design must be greater than the cost to avoid destroying value.

The book is right up to date, and shows convincingly how organisation design principles hold true even for “disruptive” businesses such as Amazon and Google. The book will also be a valuable resource in enabling companies in meeting the SABPP HR Professional Practice Standard on Organisation Design.

I have found that it is quite difficult to teach organisation design at Masters degree level, but this book has certainly helped me to be able to express important organisation design principles in a straight forward way.

This book review was done by Penny Abbott, April 2017

INNOVATION



Changing offices: The SABPP case study

Lathasha Subban

In the words of Heraclitus, “Nothing is permanent, but change” and organisations today are experiencing immense change both internally and externally. The current socio – economic climate creates many avenues of change for organisations who are forced to adapt to new ways of functioning to meet the demands of that change. As a result of this we have witnessed organisations evolve or dissolve through their change management strategies and from an organisation development and design perspective the Human Resource (HR) function plays a critical role in designing, implementing and evaluating change management strategies and programmes. However small or big the change, it has its impact on the employees and the SABPP experience such when they moved of-fices recently.

On the 1 April 2017, the SABPP moved offices from Parktown to 223 Jan Smuts Avenue, Rosebank. The aim was to have the offices up and running by the 3 April when the staff walked in. This type of intervention had to be a quick change that had to be implemented with agility, swiftness and smoothness. Here are a few tips on how it was done:

- Communication was done timeously and frequently to staff.
- A team was created called the “Rea Vaya team” to ensure that the move was seamless and within schedule. The team met twice a week with daily updates on progress circulated. This team was managed in partnership by our Operations and HR.
- Each department was given a code for their boxes to be

- marked.
- All usability like boxes, tape and markers were made available.
 - Everybody knew the “who” person was if there was any questions or doubts.
 - Management was updated in the weekly management meetings.
 - Health and safety as well as a risk analysis was done pre-the move, and communicated with staff. The priority risks identified were met with actions for implementation.
 - Site visits were done to ensure staff knew where the premise was and the space they were going to adapt in.
 - Members were notified through our social and digital platforms like email and the website. An email banner was designed to be attached to every employee’s email signature to ensure that the communication reached our networks.
 - Branding and signage was updated and designed pre-the move to suit the building requirements.
 - Renovations were done pre- the move to ensure that employees walked into a maintained office.
 - However, with this type of change, a few challenges did arise like:
 - Parking for staff was limited, especially when an event was taking place.
 - Employees had to move from the office bound mind set to an open plan setting. This did make some of them uncomfortable.
 - Also, transparency became more open in the open plan spaces, and employees had to adapt to the environment needs.

- The area was busier and traffic was of a higher volume.
- Curiosity and fear did impact the staff morale with anxiousness, however open discussions did curb it.
- Management moved from big offices to smaller offices.
- Network connections were not working optimally but was resolved quickly.

It is still the first month into our new office premises, and the adaption to the move is still in progress. Employees are finding ways to create their own spaces and brand in the open plan spaces. Open conversation is more embraced and employees can see what others do at work. Employees now meet more often in the common areas like the kitchen, and bond as a work family.

Like with all change it requires time to become more familiar. The SABPP will continuously strive to drive good practices in change management, and ensure that their employees and members adaption to the move is made comfortable. So far, members who have visited the premises like the change. They appreciate the modernity of the office and access of the Professional Body in the hub of Rosebank.

As the tale about change goes...only time will tell the great story.



The Workplace Wellness Alliance

Making the Right Investment: Employee Health and the Power of Metrics

WORLD ECONOMIC FORUM

The Workplace Wellness Alliance (the Alliance) was launched by the World Economic Forum in 2009 to address the challenges of data collection and knowledge sharing globally around workplace wellness programmes and the calculation of return on investment (ROI) of such initiatives. Bringing together 150 member organisations from across nine industries, the Alliance has worked with its Leadership Board and select experts to identify key performance indicators, and started the collection of a global baseline of employee health metrics. In 2012, this effort covered almost two million employees across 125 locations.

This report presents some of the research and challenges around workplace wellness programme implementation and evaluation as well as results and lessons learned from the Alliance's data collection to date. It includes nine case studies showcasing different types of ROI perceived by companies around the world, illustrating that return goes beyond mere dollars in dollars out. In 2013, the Alliance will transition to its new home, the Institute of Health and Productivity Management.

DOWNLOAD THE REPORT HERE



Start the transformation conversation

Leon Steyn

We find ourselves in a complex environment of social ills, environmental catastrophes, corruption, unemployment, wars and a host of other problems – problems which will never go away ... If anything, they will get worse. This planet has deteriorated to the point of no return. But, possibly, it can be proven otherwise ... This may all sound so terribly negative and damning, devoid of any hope at all. In fact, it is not negative ... It is called reality. If one feels totally overwhelmed by this reality, then the conditions are perfect for transformation – transformation of the self. Identify your pain, acknowledge it, work out a plan and then swing into action and transform.

What is transformation?

Transformation is the process of changing from one qualitative state to another. This transmutation can apply to an individual or an organisation, or even the product or service supplied by the organisation. In South Africa, transformation has a particular meaning related to the political transformation of society. An example of this is higher education having a transformative role in moving from apartheid to an inclusive society. Transformation is a process which focuses on the enhancement and empowerment of the person. In an organisational context, it is a process of profound and radical change that orients an organisation in a new direction and takes it to an entirely different level of effectiveness. Unlike 'modification' (which implies incremental and limited change on the same plane), transformation implies a basic change of character, and little or no resemblance with the past configuration or structure. At a glance, transformation appears to be limited to just a handful of types; this is not the case ...

Types of transformation

- Global;
- Environmental;
- Political;
- Economic;
- Technological;
- Social;
- Legislative;
- Financial;
- Emotional;
- Physical;
- Relationship;
- Commercial;
- Spiritual;
- Health;
- Educational;
- Safety;
- Risk;
- Leadership;
- Management; and
- Last but not least, personal transformation.

Whilst it is true that one's environment influences one in a big way, true transformation can be triggered when an individual feels enough pain to necessitate some or other remedy to relieve that pain. The transformative view of quality is rooted in the notion of 'qualitative change', a fundamental change of form. Ice is transformed into water, and eventually steam, if it experiences an increase in temperature. While the increase in temperature can be measured, the transformation involves a qualitative change. Ice has different qualities to those of steam or water. Transformation is not restricted to apparent or physical transformation but also includes cognitive transcendence. This transformative notion of quality

is well established in Western philosophy and can be found in the discussion of dialectical transformation in the works of Aristotle, Kant, Hegel and Marx. It is also at the heart of transcendental philosophies around the world, such as Buddhism and Jainism. Whatever your goal, I believe it's possible to throw off the chains of work and weariness. More than just being possible, I believe it's doable. The key is to stop pushing and striving against the world and, instead, realise that change comes from the inside. Your identity can be explained by evolution and cultural adaptation, but it is controlled by consciousness, by you. So if you want to turn back the clock and lay the groundwork for a better tomorrow, it's time to take a closer look at the only thing you can really change: yourself.

When is transformation required?

So how does one know when transformation is required? There is most probably no, one, definitive answer to this question, however, the following checklist can provide a good point of departure.

The list of symptoms below is by no means conclusive, but is a very handy dipstick test:

1. Do you procrastinate?
2. Do you comfort eat?
3. Do you suffer from perfection?
4. Do you suffer from social anxiety?
5. Do you consume alcohol to relax?
6. Have you recently hit rock bottom?
7. Do you think about the past and feel anxious?

As a manager:

1. Do your team members volunteer information?
2. Do colleagues invite you for a casual chat?
3. Are you in touch with the most junior employee's problems?
4. Do you manage your life according to deadlines?
5. How often do you use the words "Oh, but this is in the interest of the company!" and usually made in the context of suppressing the lower levels of employees.

Any change and transformation we experience does not happen in isolation, and those around us are not unaffected by the change. So, if we assume the reverse also to be true, then our immediate environment plays a significant role in the journey of our transformation. With the South African environment firmly in a state of perpetual change and transformation (albeit very slow), we have no other option but to do a reality check with our places of work and download some of the dynamics into our own lives.

So what are we saying?

It will be a good idea to be aware of the changes taking at place at work and to find a way of becoming involved in this transformation; it will make your transformation so much more valuable and sustainable. True workplace transformation is required if South Africans are to survive in a competitive and volatile global village. It is lamentable that some heads

of department, like Managing Directors and Chief Executive Officers have not yet realized the necessity for transformation. Reference is made to heads of department, because leaders realized the importance long before the Employment Equity and BBBEE Acts were even conceptualized!

So what is the risk of not transforming? Very big and very real!

If you do not transform yourself in one way or the other, you are very likely to:

- be unhappy within yourself;
- be or become depressed;
- negatively influence relations with your family and friends;
- tolerate mediocrity;
- never achieve your full potential as a unique person;
- always compare yourself to others;
- respond to fads and fashion whims;
- feel inadequate;
- feel increasingly dissatisfied;
- suffer from time starvation;
- rush your life away;
- ask questions like:
 - Why did I agree to ...
 - How do "they" think I must do this?
 - When will I ever get some "me" time? and
- say, "Yes" when you want to say, "No!"

If one feels totally overwhelmed by this reality, then the conditions are perfect for transformation – transformation of the self. Identify your pain, acknowledge it, work out a plan and then swing into action and transform.

What do you notice? All the statements and/or questions are negative! So, back to the question of whether or not one should transform. There is no alternative! For each one of us, our families, our places of work our employers, all our stakeholders and our great country, South Africa, we cannot lose any more time. We need to transform and move forward. My suggestion to business leaders, fathers, custodians of people and political leaders is to get the conversation about transformation going, make it part of your company culture and domestic value system and you will be amazed at the results!

Leon Steyn, www.leonsteyn.co.za, is the Director of Develop and Grow, a Transformational specialist, CEO SuperCoach and owner of The Simplifier® Methodology. He lectures in HRM at the University of Johannesburg.

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INDUSTRY NEWS



WHAT MODERN DAY SLAVERY MEANS FOR YOUR ORGANISATION

Cynthia Schoeman

On 14 March 2017 #MyFreedomDay was marked by students around the world holding events to raise awareness of modern slavery. Largely driven by CNN's Freedom Project, this initiative provides insight into this insidious problem, as does the SABPP's February 2017 Fact Sheet on Modern Slavery.

The concept of freedom is well recognised in South Africa: Freedom Day on 27 April is an annual public holiday in celebration of South Africa's first non-racial democratic elections of 1994. However the absence of freedom which is manifest in modern slavery is not nearly as well recognised in our workplaces. This can be attributed to the fact that these abuses are rarely present on formal organisations that are subject to legislation that prohibits human rights abuses.

However, what this situation ignores is the occurrence of

modern slavery practices - in business supply chains. This includes forced labour, child labour, debt bondage and human trafficking for the purposes of forced labour.

The garment industry is but one example. International brands outsource their manufacturing to factories where gross violations in working conditions often occur. One instance was the collapse of the Rana Plaza in Savar in Bangladesh on 24 April 2013. The death toll of 1 129 made it one of the deadliest garment-factory accidents in history. Illustrating the abuse the garment workers faced, while other businesses in the building closed when major cracks appeared in the walls, the garment workers were ordered to return to work.

This treatment is echoed in many industries globally. Quantifying the extent of modern slavery, the International Labour

Organisation (ILO) estimates that in 2015 there were 20.9 million people in forced labour globally. The Global Slavery Index estimates that in 2016 there are 45.8 million people in modern slavery across the world (which includes those forced into marriage who are not part of the ILO statistics).

This problem is increasing giving rise to an expectation that corporations act to influence and improve ethical conditions among their suppliers. This effectively expands the organisation's ethical responsibility beyond managing its own ethics to include supply chain ethics. The rationale behind this increased expectation is that the large corporates have the power and influence to impact the behaviour of their suppliers.

This stance is strongly supported by the Organisation for Economic Cooperation and Development (OECD) relative to multinational companies. Its Guidelines for Multinational Enterprises are considered the most comprehensive set of government-backed recommendations on responsible business conduct (which includes a focus on human rights). The OECD's central message is that while production can be outsourced, the corporation's responsibility cannot be outsourced.

Legislation is giving further impetus to this area of organisational responsibility. In South Africa the Prevention and Combating of Trafficking in Persons Act was enacted in 2013. In 2015 the UK Modern Slavery Act was passed, which requires larger companies to be open about what they are doing to prevent modern slavery in their supply chains. In California in the USA compliance with the Transparency in Supply Chains Act of 2010 is now being required. The Act requires qualifying manufacturers and retailers to publicly detail – through a “conspicuous” link on their website – their efforts to eradicate human trafficking, slavery, child labour and forced labour from their worldwide supply chains.

An added factor that drives supply chain ethics is public pressure. This has most frequently taken the form of product boycotts, such as the well-known boycott in the 1990s against Nike in Europe and America for unacceptable labour practices in their supply chain factories in Indonesia and Vietnam. This is especially effective relative to global corporations for which boycotts together with the consequent negative publicity have the potential to affect profits adversely – thereby linking supply chain ethics directly to the company's economic bottom line, which is mostly an effective motivator.

The question of what modern day slavery means for an organisation is thus not answered by the absence of those practices internally. Rather organisations should be looking at how they can improve conditions in their supply chain. Such action positions the organisation more strongly as being ethical and caring, and, to the extent that the occurrence of modern slavery practices are minimised, make an enormous difference to the most vulnerable in society caught in the trap of slavery.

By Cynthia Schoeman, MD Ethics Monitoring & Management Services (Pty) Ltd

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#MyFreedomDay information is available on <http://edition.cnn.com/specials/world/myfreedomday>.

The SABPP's February 2017 Fact Sheet on Modern Slavery provides a detailed overview of this issue: <http://sabpp.co.za/wp-content/uploads/2017/02/Fact-Sheet-February-2017.pdf>.



Calling all writers!

Do you want your article published in the HR Voice?
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Hold on tight, it's going to be a bumpy ride but South Africa will be ok!

Sipho Ngcobo

It is hard to believe that we are already in the second quarter of the year, as my colleagues always put it, time is a bird, it flies. It seems it is going to be another bumper year for the country and ultimately for all of us. Our politicians seem to be content with playing Russian roulette with a full clip with our economy. Our president announcing his cabinet reshuffle which has led to our country's investment status being downgraded to junk or sub-investment. All of this continues to put pressure on all of us and fails to do the one thing that we all need and that is to foster an environment that is conducive for economic growth that is vitally needed to address the triple threat of unemployment, poverty, and inequality.

Whilst there's been much talk and panic in the media, I remain hopeful and believe that not all is lost. Even though S&P has downgraded us, it is our foreign currency-denominated debt that has been lowered to sub-investment grade. Our rand-denominated debt which constitute 90 per cent of the debt portfolio still retains its investment-grade rating. The rand has remained relatively stable in response. Markets did not go into panic mode. There was a major pull back, only to go into watching mode. Prior to this we had seen a R5.2 billion trade surplus in February, March car sales figures were up and inflation was drifting back, although still on the upper side of the ceiling of the SARB target range.

Look, the knee jerk ratings downgrade to junk status by S&P, followed by Fitch should never be taken lightly, in fact it should never have been allowed to happen, however, we have seen and continue to witness countries with junk status or less continue to grow and attract foreign investment and there's no reason why we shouldn't be able to do the same provided there's political Will. Moody's has given us some reprieve but that means that we as a country must pull together like never before to overcome our economic challenges.

We need to deal with the structural challenges of our economy that continues to leave out the majority of our people in the cold, restricting them from participating in the mainstream economy. It is this structural challenge that sees most of our youth continue to be unemployed and reducing their chances of employment even more as time passes. It is this structural challenge that contributes to this sluggish economy which further exacerbates the ticking time bomb caused by youth unemployment.

We at Dots recruit experience this first hand, we have seen our database of unemployed youth grow in leaps and bounds. We see the desperation of our people looking for any form of employment through our daily interactions with them in the roadshows we do and in talks we conduct with our civil society partners and organisations such as NYDA. Even though the number of jobs posted on our portal continues to rise daily, the mismatch between the skills required and the skills available is clearly evident.

It is thus vitally important that government, business and labour find one another again so the challenges that the country is facing can be resolved. There is clearly a huge trust deficit at the moment and it will take a stronger will to build that trust back up again but it must be done for the betterment of the whole country, especially the poor and the youth.

To do this government must ensure that they speak with one voice, this embarrassment of having ministers lying to people that the downgrade is a good thing or that if the rand falls we can just simply pick it up is extremely dangerous and should be guarded against. They need to stabilise the outlook of governance in the state institutions, ensure that the SOEs are run properly and most importantly address all the policy uncertainties which will help ease investor confidence. Government needs to also support firms with limited access to credit finance especially those that can employ a large section of the unskilled labour. Government departments have to be more efficient and reduce the amount of wastage expenditure and cut corruption.

Big business should do whatever it takes to support small businesses, this could be in the form of procurement of goods and services as well as enterprise development. Small businesses should not be viewed as a threat but rather as an opportunity for big business to optimise their operations.

Labour should be reasonable in their requests for increases. Productivity should be elevated to allow us to compete at the world stage. These are things that we have control over, that if we work together can be achieved.

In the meantime, and whilst politicians are playing around with our future and the future of our kids, we still have no choice but to soldier on and make do with what we have. At Dots recruit we will continue to facilitate the interaction between potential employee with potential employer. We will continue to build our platform ensure that the employment process is done in the most efficient and cost effective manner. We will continue to innovate and build a software that will save companies money, make people's lives easier and provide HR departments with the tools to make them more efficient. We will continue to do our bit in the fight against unemployment and we hope all of you will join us in this quest.

It was Abraham Lincoln who said "No country can sustain, in idleness, more than a small percentage of its numbers. The great majority must labour at something productive." Let us get our people working so we can get our economy growing.

Sipho Ngcobo is the CEO of Dots Recruit Portal. On the 20th April he represented SABPP at the HR Career Day at the Vaal University of Technology.

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Skills Planning for the unpredictable, disruptive Fourth Industrial Revolution



Are our skills strategies failing the workforce of the future?

Suzanne Hattingh

Part 1

Overview

The world of work of 2020 and beyond will be significantly different from the workplace most of us know today. Therefore, it is crucial for business leaders to understand the major shifts to ensure that they have the skills planning and other strategies in place that will enable them to survive the turbulence of the next 5 to 10 years. Similarly, the government, the Sector Education and Training Authorities (SETAs) and other policy makers must rethink the skills strategies that are failing to prepare the current and future workforce for the Fourth Industrial Revolution. Projections by authoritative organisations clearly indicate that South Africa's education and training system is not preparing the workforce for the "exponential pace of change (that is) disrupting every industry in every country (and) impacting every aspect of how we work and how we live, creating threats and opportunities". (Morgan, 2016)

These exponential disruptions will not affect all industries and occupations to the same extent or at the same pace. However, ignoring the impact of the Fourth Industrial Revolution is as short-sighted as believing 5 years ago, that the internet and electronic communication would have little impact on our work and lives.

The aim of this article is to raise awareness of the areas in which our skills development strategies are failing to prepare the workforce for the changes that we will experience in the next five years. The article:

- Explains the future world of work, the nature of the dis-

ruptive technologies of the Fourth Industrial Revolution and their impact on the work environment;

- Identifies some changes needed in the occupation-directed skills development system; and
- Concludes with a description of the new skills that are required by the workforce of 2020.

Our skills strategies are failing the future workforce

My main concerns about our post-school education and training that should prepare people for the world of work are that:

- Many occupational qualifications are preparing the workforce for occupations that will no longer exist in five years' time, or – if they do exist – will be radically different.
- The process of developing qualifications does not keep pace with the rapidly changing world of work, so many qualifications are outdated by the time the first cohort of students graduate.
- The school and post-school systems are not equipping people with the skills they will need to succeed in the work environment that will be significantly transformed by disruptive technologies.
- The SETA grants and public funding do not incentivise employers to support the kind of training that is essential to prepare the workforce for 2020 and beyond.
- Education and training is primarily focused on training people for JOBS – not for WORK, and we are not making a significant impact in creating entrepreneurs.
- The obsession with training for credits on the Nation-

al Qualifications Framework (NQF) and points on the B-BBEE Scorecard means that training is not primarily focused on developing the skills organisations need to “relentlessly and continuously innovate”. (World Economic Forum (WEF), 2016a)

I acknowledge that these are broad generalisations that do not apply to all training or all organisations, but they are nevertheless prevalent in our post-school skills development system.

The Future World of Work

The future world of work is unknown and unpredictable, as confirmed by the University of Oxford report: *The Future Is Not What It Used to Be*. (Manyika, 2016) We have entered “The Age of Unreason” as described by Charles Handy, considered to be one of the current greatest business minds. He warns that in the 21st century change has become discontinuous and no longer follows a rational and predictable pattern: “The only prediction that will hold true is that no predictions will hold true ...” (Handy, 1989: 257). Mark Shuttleworth also understood this: “Technology and society are evolving so fast that you can’t rely on tradition and tried and tested techniques to teach you how to perform in the future”. (Shuttleworth, 2000)

Disruptive Technologies

Major changes in the world of work are brought about by ‘disruptive technologies’, labelled as such because they significantly disrupt the global economy, how businesses operate and the way we work and live.

“... the acceleration of innovation and the velocity of disruption (brought about by these technologies) are hard to comprehend or anticipate and these drivers constitute a source of constant surprise, even for the best connected and most well informed. Indeed, across all industries, there is clear evidence that the technologies that underpin the Fourth Industrial Revolution are having a major impact on businesses.” (WEF, 2016a)

Examples of these disruptive technologies are: (McKinsey Global Institute, 2013)

- Advanced robotics: increasingly capable robots or robotic tools with enhanced ‘senses,’ dexterity and intelligence can take on tasks once thought too delicate or uneconomical to automate;
- The ‘internet of things’: the network of physical devices, vehicles, buildings and other objects embedded with electronics, software, sensors, actuators and network connectivity that enable them to collect and exchange data;
- Artificial intelligence exhibited by machines that work and react like humans and are capable of speech recognition, visual perception, decision-making, problem solving and learning;
- Devices and physical systems that store energy for later use that could make electric vehicles cost competitive and bring electricity to remote areas of developing countries; and
- Drones, cloud technology, nanotechnology, virtual reality, software-based digital therapies, next-generation genomics, 3D printing and driverless vehicles.

These disruptive technologies are no longer science fiction.

General Electric has designed robots that can climb and maintain wind turbines. A 3D printer in the Netherlands is building a footbridge over a canal by using long robotic arms and lasers to melt the metal powder – without the help of human hands, girders or concrete foundations. Self-driving robots can deliver parcels and groceries anywhere within a 4km radius using less energy than most light bulbs. Ford is already road testing driverless cars, and the head of Ford predicts that in the future driving with a steering wheel will be “as antiquated as wanting to ride a horse”. (The Edge Foundation, 2016). On 25 August 2016 Singapore launched a trial and “became the first country in the world to have on-demand driverless taxis – a new technology that is touted to disrupt the transport industry”. (<http://www.straitstimes.com>)

The Fourth Industrial Revolution

Technology has catapulted us into the Fourth Industrial Revolution:

“The First Industrial Revolution used water and steam power to mechanize production. The Second used electric power to create mass production. The Third (the digital revolution) used electronics and information technology to automate production. ... (The Fourth is) characterized by a fusion of technologies that is blurring the lines between the physical, digital, and biological spheres. When compared with previous industrial revolutions, the Fourth is evolving at an exponential rather than a linear pace. Moreover, it is disrupting almost every industry in every country. And the breadth and depth of these changes herald the transformation of entire systems of production, management, and governance. ... The bottom line, however, is the same: business leaders and senior executives need to understand their changing environment, challenge the assumptions of their operating teams, and relentlessly and continuously innovate.” (WEF, 2016a) (Underlining added)

Implications of the Fourth Industrial Revolution for skills development

Key questions that we need to consider on how this revolution impacts on skills development are:

- What assumptions about skills development are preventing us from preparing the workforce for the workplace that will be exponentially disrupted by new technology?
- How do we need to reconceptualise training for occupations if some occupations will disappear or be significantly changed by the time students graduate?
- How do we prepare the workforce for multiple career changes that cut across occupational boundaries?
- What skills sets will the current and future workforce need to thrive in the unpredictable ‘Age of Unreason’?
- What should we be ‘teaching’ if we cannot transfer everything that is known, and if what is taught becomes outdated within a year or two?
- How do we equip people with the skills they will need to use technology that hasn’t even been conceptualised yet?
- What do we need to do differently to create more entrepreneurs for a world of declining formal employment?

Technology-driven changes in organisations and employment Disruptive technologies are already having a significant impact on the nature of work and organisations. These changes will also have a massive impact on society, contributing to large-scale job losses for workers who are not equipped with

the right skills, as well as personal trauma and social unrest as employees struggle to cope with the uncertainty and instability of the new work environment.

Changes in the nature of work and occupations

The changes accompanying the Fourth Industrial Revolution that are impacting on how and where we work, and the occupations in which we work, will become more widespread.

- New jobs will emerge that we cannot even imagine now. We are already grappling to understand new occupations such as the Director of Intellectual Capital, Ethical Hacker, Cybrarian, Cyber Lawyer, Information Security Auditor and occupations created by e-commerce.
- Existing occupations will disappear. Travel and estate agents, postmen, lecturers, publishers of textbooks and many other occupations have had to fundamentally change their business models or find new ways of earning a living. If a librarian returned to work after five years in a coma, she wouldn't be able to do her job.
- A large part of the workforce is moving into jobs of short duration, which require workers to be more flexible and multi-skilled.
- We are beginning to see the end of the fixed job description. More jobs have only the core functions clearly described, with employees having to figure the rest out as they continuously adapt to new technology and the changing work context.
- More work will be done by cross-functional project teams working together in temporary relationships, and collaborating through virtual communication across time zones, space and organisational boundaries.
- The 'office' won't be the place you go to work. Less people will need to drive to a building to work office hours; they will join the new workforce whose 'office' is where they can interact through a device that is connected to the internet.

Changing organisational structures

New types of organisations are emerging as they adapt to new ways of working in the technology-driven environment. Except for the predominantly traditional organisations, more temporary structures are evolving, changing size, shape and their relationship to the workforce more organically as they respond to change.

We are already seeing the more flexible organisational models that Charles Handy, the US National Research Council and others wrote about in the late 1990's. Below are examples of new structures that are replacing the traditional ones that dominated the landscape for decades with multiple management levels and large numbers of permanent staff working in clearly demarcated occupations. For organisations to thrive, they will need to be flexible and responsive to change, as these organisational models allow.

- The Shamrock Organisation consists of an inner core of fixed-term professional employees, supported by temporary or part-time persons ('the contractual fringe') who provide specific services needed on a contract basis.
- The Virtual Organisation is a temporary network of independent organisations and/or individuals collaborating

in informal alliances towards a shared goal, and using a combination of information and communication technologies. The virtual organisation does not have a central office, an organisational chart or hierarchy. An 'adhocracy' is an example in which individuals with particular expertise get together on an ad hoc basis to work on a project. When the project is completed, the 'entity' disbands and the individuals may never work together again. [My consulting business functions as an adhocracy, drawing expertise for specific projects into temporary associations based on the experience required for the projects.]

Changes in employer-employee relationships

- These emerging organisational structures inevitably result in a significant shift in employment patterns, with less permanent employer-employee relationships. We have seen the end of one-job-for-a-lifetime with one employer, moving up the ladder to a senior position in the same occupation, and then retiring with a pension. A 2015 study of the International Labour Organisation (ILO) confirmed that:
- "Fewer than 45 per cent of wage and salaried workers are employed on a full-time, permanent basis and even that share appears to be declining. This means that nearly six out of ten wage and salaried workers worldwide are in either part-time or temporary forms of wage and salaried employment. Women are disproportionately represented among those in temporary and part-time forms of wage and salaried employment." (ILO, 2015)

This coincides with the trend among new entrants into the workforce who are more mobile and less interested in tying themselves to one organisation for their entire working life. They change jobs more frequently and move comfortably across occupational boundaries. My daughter made six career changes across different occupations before turning 40, while my sister has been a primary school teacher for her entire working life. In the emerging world of work most people will work in multiple occupational roles throughout their working lives and these roles will rarely be directly related to the qualification they had on entering the workforce.

The job loss crisis

We will be seeing more and more news headlines like "Nearly 60 000 in SA face jobs axe" (www.fin24.com of 26 April 2016). Job losses are the reality of the future workplace, no matter how many labour unions or political parties strike against it. Clem Sunter (2015) confirms this trend:

"We have been saying for years that the world of work has changed forever and we are never going back to the mass employment conditions of the last century. Technology has driven a shaft through many jobs, companies are cutting back on their permanent work-forces by sub-contracting all their non-core activities to others and we now have the concept of on-demand employment where you are hired for a specific time to do a specific job".

A 2016 World Bank Development Report found that 67% of jobs in South Africa are at risk from automation, 85% in Ethiopia, 69% in India, 65% in Nigeria, 35% in the UK, and 47% in

the USA.

(University of Oxford, 2016) A Financial Times article, Artificial Intelligence and Robotics, reports on a factory in China where nine robots do the work of 140 full-time workers. The article quotes a Hong Kong economist who states that “industrial laggards in parts of Asia and Africa face a ‘race against the machines’ as they struggle to create sufficient manufacturing jobs before they are wiped out by the gathering robot army in China and beyond”. (Bland, 2016)

Challenges and barriers to future-directed workforce planning

Organisations need to adapt their workforce planning strategies to ensure that they equip their employees to be productive in the new world of work. Key question to consider are:

- What jobs will there be in each industry in 2020 and which jobs will have disappeared or have been radically altered?
- What full-time and temporary workers will organisations need in 2020 and what range of skills should they have?
- How should we prepare the workforce for productive partnerships with machines?

The WEF (2016b) studied the “measures and strategies for adapting to the top trends and disruptions expected to affect (industries) over the coming years ... as well as the biggest perceived barriers to successfully carrying out these measures and the perceived degree of preparedness prevalent across the industry”. The WEF identified the following main barriers for South Africa:

- Insufficient understanding of disruptive changes (68%);
- Workforce strategy not aligned to innovation strategy (44%); and Resource constraints (52%).
- The first two are particularly significant barriers to adopting future-directed skills strategies.

Are we training people for a world that no longer exists?

In view of what we understand about the disruptive changes that will result from the Fourth Industrial Revolution, we need to consider whether our education and training is preparing the workforce for a world that won't exist in 2020. Clem Sunter (2015) has strong views on this:

“.. schools and universities are still preparing their students for the market that prevailed fifty years ago. They have not woken up to the changing reality of business and the fact that technology has disrupted all of their cherished academic assumptions about what you should be taught to be a success in life”.

This disturbing trend is confirmed in university enrolment in subjects relevant to the technological revolution. The Department of Higher Education and Training report for 2014 indicates that of the total of 969 165 university students less than a third (only 287 221) were enrolled in Science, Engineering and Technology (SET) – and this figure includes students with major subjects in Engineering as well as Health, Life, Physical, Computer and Mathematical Sciences. (DHET, 2016)

“We are currently preparing students for jobs that don't yet exist, using technologies that haven't been invented, in order

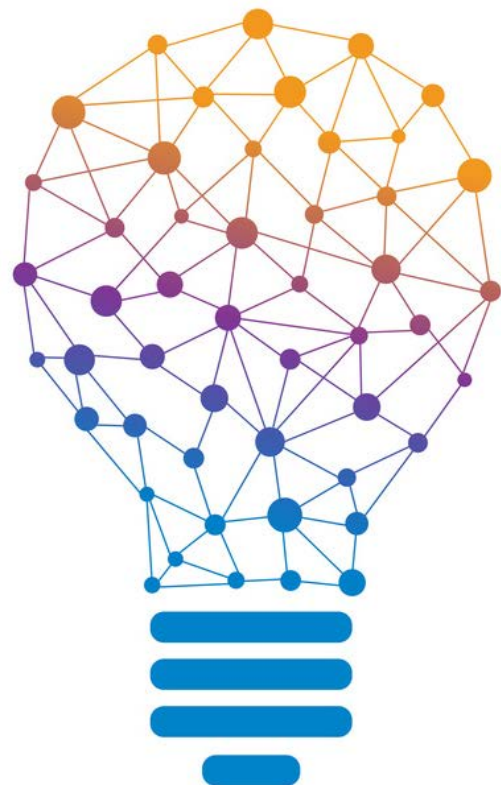
to solve problems we don't even know are problems yet.

... The amount of new technical information is doubling every 2 years. By 2010 it (was) predicted to double every 72 hours. For students starting a 4-year technical degree this means that half of what they learn in their first year of study will be outdated by their third year of study.” (Rose: <https://www.youtube.com/watch?v=XVQ1ULfQawk>)

Conclusion

The inevitable fact is that the way of work is changing at a faster pace and the skills planning strategies have to meet those changes with agility. The one aspect is planning, but distinctly there is an aspect of preparing the workforce, and driving their development through innovative solutions. The Fourth Industrial Revolution is ruder awakening that maps the changes and provides insights on how to manage the disruptions. By understanding the need of future skills, HR can plan and develop their talent pool to meet the future of work with more confidence.

Suzanne Hattingh is a Skills Development Consultant.



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LQA

The SABPP Learning and Quality Assurance Committee hosts the SABPP “Ethical Considerations and Professionalism in Assessment and Moderation Workshop”– 2 June 2017. A day of networking and engagement. Come and join in on discussions such as “How to manage RPL Assessments and compiling portfolios”, “Moderating for quality rather than compliance”. Want to know more? Keen on attending? Email lqa@sabpp.co.za for further information and to reserve your seat!

AMT Placements (Pty) Ltd – Learners graduate in record time

SABPP congratulates learners who successfully enrolled for and completed a Human Resource Management and Practices support certificate in 2016. These 23 learners were given the opportunity by AMT Placements (Pty) Ltd (Vanderbiljpark) under the supervision and guidance of Mr. Wikus Elhers. Co-supervising on this project was Ms. Helen Hadfield, an SABPP accredited training provider. These learners were part of the pilot group for the SABPP’s Final Integrated Summative Assessment (FISA) designed by the SABPP Examination Committee. Subsequent to the graduation, several learners were provided with job opportunities.



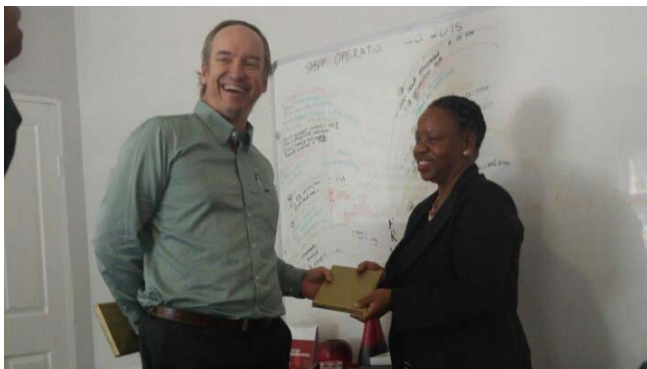
DHET Mandatory Registration Workshop

On 11th April, SABPPs Learning and Quality Assurance Team hosted representatives from the Department of Higher Education (DHET). DHET representatives discussed various topics under the theme "Getting it right - The need to know and what to do's when applying for registration with DHET". The topics highlighted the importance and constitutional requirement for providers offering skills development and training programmes to become registered with the DHET. Key speakers of this event were Ms Mollie Kutumela and Mr Tusani Hleza – DHET officials from Directorate: Private Colleges.

The due date for provider registration with DHET is the 30th June 2017.
Download the form from: <http://www.dhet.gov.za/SitePages/DocForms.aspx>



**higher education
& training**
Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA



The role of DHET – Strategic Objective is:

Regulate and support private colleges as a means of expanding the institutional base for providing quality post-school education and training:

- Registration of private colleges.
- Monitoring (Annual reporting and Site monitoring visits).
- Facilitate submission of annual surveys.

The registration of Private College is based in terms of:

- Continuing Education and Training Act, 2006 (Act.16 of 2006) as amended; and
- Regulation for the registration of private further education and training colleges, 2007

Registration of Private Colleges requirements:

- Proof of registration with CIPC
- Complies with the requirements of Quality Assurance;
- Financial sustainability (Audited annual statements and financial surety);
- Occupational Health and Safety Audit Report; and
- Tax Clearance Certificate.

If the private training provider does NOT MEET any of the above requirements, you will be deemed unfit and non-compliant. So, for further you go to the website - www.dhet.gov.za.

*The criteria listed above and the registration with DHET by any training provider influences and may affect your accreditation with the SABPP

New Occupational Qualifications within Human Resources:

SABPP LQA Department held its first meeting with the Services Seta to discuss potential sponsorships and funding for the design of new occupational qualification in the following jobs:

1. Human Resource Clerk
2. Human Resource Advisor / Personnel Officer
3. Human Resource Manager
4. Labour Relation Officer/Employee Relation Officer.

Legacy qualifications (unit standards) will expire on 30 June 2018, therefore it is the role and responsibility of role players and stakeholders in the HR Field to ensure that occupationally directed qualifications are developed that are SABPP HR Competency and Standards based. These new qualifications



will equip future learners with the required skills to enter the market based on the demands of the industry’s day-to-day requirements.

New/Extension of Scope of Assessor & Moderators

The LQA Department wish to congratulate the following people on going through a successful evaluation process on being registered as Assessor/Moderator on various qualifications:

- Elsa Lubbe**
- Linda Coetzee**
- Maryke Bergh**
- Monwabisi Allen Nkomentaba**

Continuing Professional Development (CPD):

SABPP thanks those registered HR members who submitted their first compulsory CPD submission in January 2017. During the period of December 2016 to March 2017, the SABPP CPD committee reconsidered the stipulated requirements of the CPD Policy published in 2015 and made changes in an attempt to benchmark and align to other professional bodies.

The major significant changes are:

1. All members’ 3year cycle will commence from 2017 – 2020.
2. Your 3year cycle will apply from the date of professional registration.
3. SABPP members will earn 1 CPD point for every 1 hour of learning.

The learning requirements are as follows:

SABPP Professional registration level	Minimum hours of learning in any three (3) year rolling cycle	Minimum hours of learning in each year	Minimum Verifiable per annum
HR Professional, Chartered HR Professional, Master HR Professional	120 HOURS	20 HOURS	10 HOURS
HR Associate	80 HOURS	16 HOURS	8 HOURS
HR Technician	60 HOURS	12 HOURS	6 HOURS
Percentage	70% Verifiable	30% Non- Verifiable	50% per annum

4. All members that submitted their reports for 2016 (closing date 31/3/2017) will automatically (after verification) be awarded certain points towards their new 3year cycle and a personal communication will be sent to you.
5. Members are obliged to attend an ETHICS workshop on annual basis.

SABPP has an online system to record your CPD Points and events, below is the online manual on how to upload/capture and track your CPD points - http://c.ymcdn.com/sites/www.membership.sabpp.co.za/resource/resmgr/Website_files_1/ONEZONE_-_ON-LINE_CAPTURE_OF.pdf



NEW MEMBER INFORMATION SYSTEM

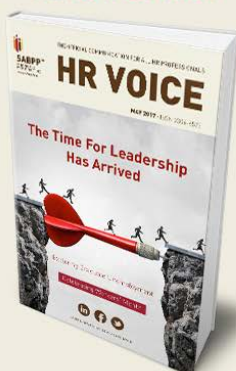


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MAY 2017 HR VOICE



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SABPP REGISTERED PROFESSIONAL NOW EX-OFFICIO COMMISSIONERS OF OATHS

LEARN MORE

EVENTS

Financial Wellness And Pension Law – 9 May 2017 **Have You Started Planning For Your Retirement?** **Is Your Employees Prepared For Retirement?** **What Is Your Retirement Plan?**

It is now commonly accepted that labour law is as much HR business as is career development and change management and others. Surprisingly, pension law which has been part and parcel of HR practitioner's responsibilities longer than most of the current fields is generally left out of the training scope of HR practitioners. The most common reason proffered for this neglect is that the demands of fund management is better left to trained trustees, fund administrators, investment managers and insurers.

Regardless, the outsourcing of fund administration does not absolve the employer from the legal responsibilities that arise from being the creator of pension fund or a participating employer in a pension fund. Certain legal duties and rights are conferred on the employer the moment it commences participation in a pension fund which are distinct from those of the fund and the employees (members of the fund). It is these legal duties and rights that the employer, represented by the HR practitioner, needs to be aware of at all times in order to respond appropriately when pension fund issues arise.

SABPP has put together a half day seminar on Financial Wellness and Pension Law seminar to unpack and demystify pension law

8:00am – 12:00pm

PPS Offices

6 Anerley Road

Parktown

Johannesburg, Gauteng 2193

South Africa

Contact us on info@sabpp.co.za to book your seat.



FOR PROFESSIONALS

SINCE 1941

MPUMALANGA HIGHLIGHTS EVENTS – 11 May

In pursuit of our HR VOICE strategy, the SABPP is coming to Mpumalanga Province for a half day seminar to update you on the latest developments. One of the most exciting developments is the Commissioners of Oaths status granted to HR Professionals registered with SABPP by the Minister of Justice, Advocate Michael Masutha. We will also share and celebrate case study presentations of companies audited against the National HR Standards.

8:00am – 12:00pm

Mbombela Stadium

1 Bafana Road

Mataffin, Nelspruit, Mpumalanga

South Africa

Contact us on info@sabpp.co.za to book your seat.

Organisational Design Workshop – 16 May 2017

Business, finance, engineering and other sciences in the business environment have always been in a position to explain the state of and contribution to the organisation in numerical terms, be it profit ratios, production volumes, tool strength, etc. Organisation Development (OD) and Human Resources (HR) in general, except for remuneration, which is finance, has mostly been based on theory, professional opinion, perception, preference and sometimes even sentiment. This has always put OD and HR on the defense when it comes to demonstrating impact and value.

Ongoing research and development has delivered outcomes through which objective strategy development, objective work role and organisation structural designs, objective team and people empowerment and deployment can be validated in numbers and percentages. This validation enables the opportunity to compare and contrast, thereby facilitating appropriate and focused change for optimal organisation delivery and achievement. Information is no longer based on subjective opinion, perceptions or a preference without objective substantiation. It is based on delivery, supported by mathematical principles, expressed in numbers and percentages. This information demonstrates areas of risks in design, guides required development, whilst keeping tabs on progress, towards optimal value delivery and success.

OD and HR can now unequivocally move into the realm of objective, scientific, mathematically based frameworks. They can now put hard numbers on the table to clearly demonstrate areas of risk and/or strength that could make or break the organisation, and therefore needs to be developed, changed and/or managed accordingly. This is also in line with the drive towards raising standards within these professions.

Contact us on info@sabpp.co.za to book your seat.
Join us for a discussion at hand of the latest research, development and case studies.

Benefits of attending

1. Identify breakthrough developments in using objective mathematical measurement in designing, reconfiguring and tracking organisation change in the OD/HR space.
2. Consider the objectives mechanisms that talk about OD/HR risks to CEO, executives and other key stakeholders in numbers and percentage.
3. HR/OD being at the Boardroom and Executive table with objective numbers to convey OD/HR issues impacting company success or failures.
4. Making the transition from subjective to objective and measurable HR and OD work.
5. 3 CPD Points allocated.

9:00am – 12:30pm
SABPP Training Room
223 Jan Smuts Avenue, Rosebank
Johannesburg, Gauteng 2196
South Africa
Contact us on info@sabpp.co.za to book your seat.

HR Standards Workshops – 23 May 2017

The HR management system standards are needed to set a national benchmark of good practice and a consistent way of managing HR functions and people in organisations. The SA Board for People Practices brings you a one day workshop on the National HR Standards.

8:00am – 4:00pm
SABPP Training Room
223 Jan Smuts Avenue, Rosebank
Johannesburg, Gauteng 2196
South Africa
Contact us on info@sabpp.co.za to book your seat.

Student Chapter Launch

The SABPP Student Chapter is an exclusive SABPP HR Student society, comprising of HR students who are actively registered as Student Members with the SABPP. This exclusive society will become recognized and deemed a SABPP Student Chapter once 50 students from the specific institution have registered with SABPP. SABPP will launch the chapter at the university and hand over a certificate that will show that the University Student Chapter is officially launched.

Previously...

Student Chapter Launch took Place in North – West University Mafikeng Campus on the 19 April 2017.
Student Chapter HR Career Day took Place in Vaal University on the 20 April 2017.

Next...

Student Chapter Launch is taking place at Cape Peninsula University of Technology on 11 May 2017
Student Chapter Launch is taking place at North-West University Potchefstroom on 29 May 2017



ADVERTORIAL



How to Incorporate Younger People in the Workplace Generational Engagement Index

Including younger people in the workforce is essential for every organisation envisioning themselves as a key role player in the future.

The complexity to stay alert and aware of the multi behavior patterns seen today in society, and even more within organisational structures, are becoming a real challenge. Studies have shown that for the first time in human history we have four (4), and in some cases up to five (5) generations simultaneously working together.

It has become essential more than ever for any organisation to continuously revisit their applied methodologies, when it comes to executing their mission-vision. Younger generations are not easily adapting to the old methods, and although they might be in full agreement with the desired outcomes, their preferred methods are light years apart from conventional and outdated ways of doing tasks.

So what should be done?

Across the world, organisations are experiencing revolutionary changes in their structures at a tremendous pace. Less than 20 years ago, organisations still had the opportunity to revisit their strategic plans on five(5) year interims, but today it needs to be done more frequently. To add to the complexity, the importance of having an in-depth understanding of regional cultures exert more pressure on organisations with multiple offices to deal with. It can't be claimed anymore that work culture is same in all offices of different regional and cultural locations.

Over the years, many scholars have also researched these organisational patterns, behaviour and culture, all to determine

how and why they are going through this change. With many partial explanations available on the life in organisations; the author of 'Strategic Management and Organisational Dynamics', Ralph D. Stacey, makes it clear that there is no singular explanation as to why organisations change, just many theories based on their own unique experiences. However, according to the book 'Business Restructuring: An Action Template for Reducing Cost and Growing Profit'; written by C. Zilka, an organisation needs to regularly look itself and evaluate its effectiveness that is happening in a broader context.

"Every company, regardless of size or product offering, should take a hard look at itself every year using rigorous self-assessment to determine what is working in its organisation as well as what is not. It is also essential to understand the external environment and how it impacts your business today as well as in the future."

Coming back to multigenerational behavior in the workplace, a three (3) year intensified study was done to understand how people across generations can more effectively collaborate around a broader mission-vision. This interest has led to various national (South African) and cross-border research studies into Africa. Amongst the various trends identified, four (4) behavioral patterns were highlighted as key essentials, when younger generations are searching for platforms to serve from within.

You will notice the use of 'platform' as younger generations are more committed to their personal development than the mission-vision of the organisation, it serves within.

The four (4) patterns identified: Culture of Community

For young people to work in a community context has high importance. The notion of being part of a larger team is what gives them value and purpose, and this should be experienced beyond the occasional motivational talks manager delivers on a weekly basis. The interest towards a 'cross-pollination of responsibilities' is no strange phenomenon, and will a younger generation comfortably make themselves available (as well as expecting others to do the same) when it comes to assist in activities beyond their responsibilities? The availability of assistance in difficult times should be natural and not something they need to seek for.

For as long as younger people can remember, there always have been opportunities to network and be part of 'some kind' of community. Whether it is expressed through social media platforms such as 'WhatsApp' groups, 'Facebook' groups, or 'Google' groups, the opportunity to connect around similar points of interest has been part of the world they were raised in. Very few younger people today can imagine a world without network possibilities.

This trend has installed a strong sense of community within young people, and today it has formed an instrumental behavioral requirement within the workplace. However, within the workplace their interest is not for more social/online connectivity, but rather a real tangible experience of what social groups represent in a 'cloud' space. The latest report by 'Get Smarter' states in their 'New Professional's 2017 Career Guide' that research on young people in the workplace has revealed, "53% of them said they prefer in-person communication over email and instant messaging".

Therefore, the question to ask is, "If your workplace had to be an online social group, why would people want to be part of it?"

Culture of Personal Development

As mentioned above, for younger people the organisation is merely serving as a 'platform' towards their personal development. Mostly young people move between four(4) and five(5) places of work before the age of thirty(30), and many are prepared to accept a 'pay cut' as long as they can be a step closer towards doing what they desire most. Although this is often perceived as 'lack of commitment', their priority towards 'Personal Development' is of higher value than that of the organisation's development. Therefore, for an organisation to be most effective in accommodating younger people on a long-term basis, the pathway towards 'Personal Development', whilst serving the mission-vision of the organisation, should be clear and visible throughout.

The question to ask: "Does your organisation have a Personal Development clause within its recruitment strategy?"

Culture of Change

A recent study conducted by a Swedish university indicated that the average 'attention time' amongst the 'Gen Z' people, is eight (8) seconds. This means that from the moment a 'Gen Z' individual starts to listen to you or show interest in what

you're presenting, you have eight (8) seconds to convince them that you are the possible platform they are searching for. If not convinced, they will merely apply their focus in searching for other available platforms. If however you have managed to draw their attention beyond the eight (8) second mark, you have an additional two (2) minutes to express, how that you present will help them to achieve their desired goals. You can find a good example when you visit the 'App Store'. When searching for a specific App you usually end up with multiple options. The natural tendency is to scroll through the various options and then to select the one most appealing to you. Once selected and downloaded you want to ensure that without first reading a 'step by step guide' on the functionality, the App is user-friendly and will serve your needs. If not, you will delete it and search for another.

This culture is prominent amongst younger people during their engagement with organisations. They search for platforms that understand the changing times we are living in, that are willing to explore and experiment with untested possibilities, as well as being open for new and innovative applications on how things can be done. Again, as mentioned before, they are not necessarily in disagreement with the vision of the organisation, but they do often differ with the methodologies applied towards achieving it. Organisations need to understand the needs of its younger employees, and allow them to help to shape the needed changes.

The question to ask: "Is your organisation up to date with the current global and local development trends regarding a 'preferred work environment'?"

Culture of Engagement

Younger people are in close relation to their desire to function within an environment that expresses 'community', young people sees leadership structures to be 'flat'. In an article written by Mick Ukleja and Gabrielle Jackson it is expressed that "Millennials will question why your organisation is structured the way it is. For them, a more casual and flat work environment is the best way to be productive".



For a number of decades managers were responsible for “developing the precise standard procedures for doing each job; select workers with appropriate abilities; train workers in the standard procedures; and carefully plan out all their work and provide wage incentives to increase employee’s output.” (The Open Organisation).

Today a new leadership structure is emerging where there is a “flexible flow of ideas and processes that meets the needs of each individual within the organisation as they pursue the goals of the organisation and its stakeholders.” (The Open Organisation).

This is leading to an increase of self-leadership expressions where the individuals are participating in the movement of an organisation, from their personal strength. Thus the application of an ‘Open Structure’ is becoming a strong contender for any organisation as they envision the road forward.

Younger generation wants the opportunity to partake in discussions regarding the future of the organisation. They have an interest in giving input to the challenges faced by the organisation, and want to be included in the decision making. Although they might tolerate different leadership levels, the access between them should be based on mutual relationship.

The question to ask: Is the management of your organisation prepared to allow its members to develop and apply their own methodology to execute their responsibility?

Conclusion

Organisations today have a tough task in decisions making regarding the way forward. Their many years of experience have taught them immeasurable amount of wisdom, and the question is not what to do with this experiential wisdom, but rather how to apply it in a way that is transferable to a next generation.

Through the creation of a healthy multigenerational work environment, opportunities exist for this wisdom to be communicated between generations in no particular order, but more “like a ‘jazz combo’ playing ‘free flow’ where the lead is transferred with anticipated ease in the production of the whole”. The greatest asset of any organisation remains its people, and without strategically positioning itself to actively engage towards accommodating a younger generation of innovative practitioners, the transfer of wisdom and experience will be limited. However, most of the younger people interviewed during the research have indicated that their decision to engage with an organisation is not because it is the perfect platform, but rather because the organisation is willing to change.



CREATE A HEALTHY MULTIGENERATIONAL WORK ENVIRONMENT



YOUNGER GENERATIONS IN LEADERSHIP

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