

PSC Webinar

Future readiness of employees and the HR function

Dr Ajay Jivan

Head of HR Audits, Quality Assurance,
Research, and Finance Controls



Roadmap



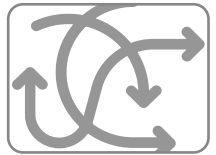
Dominant framing of the fourth industrial revolution (4IR)

- tech-centric conceptions and themes
- HR's place in 4IR



HR 4.0

- WEF framework
- SABPP National HRM System Model

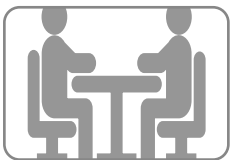


Future readiness and employability of employees

- Reskilling revolution
- Capabilities
- Future literacy



Future of future of continuous employee development:
capabilities, careers, and contexts



SABPP PEOPLE Factor Strategy

How are we framing the question/problem and solution set?

What discursive formations are informing the framing of the problem/question and the related solutions?

Changing world

as disruption or disruptive innovation,
as fourth industrial revolution,
as shaped by exponential tech,
as digital reset or new normal,
as outsized effects of black swans,
as volatile, uncertain, complex, and ambiguous

HR

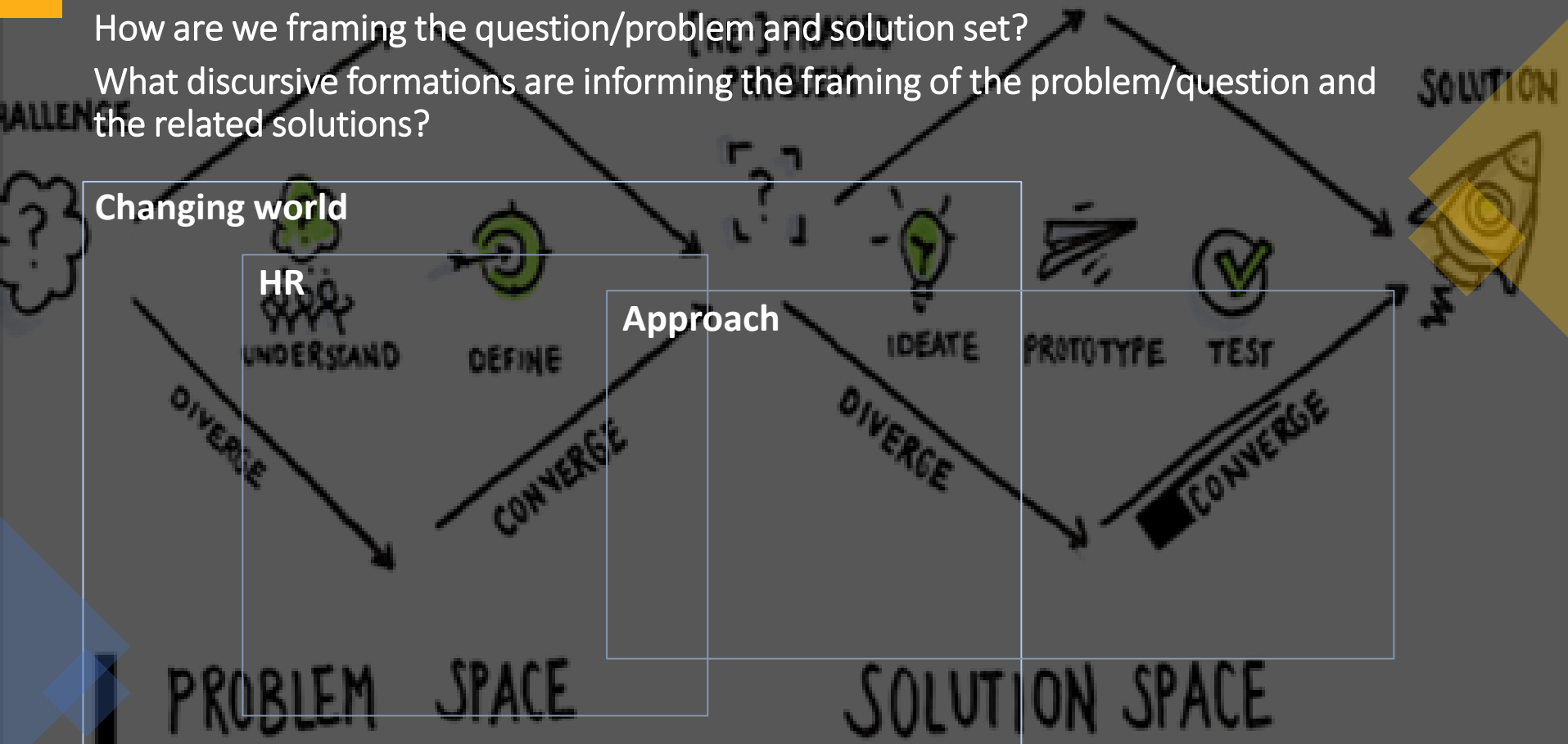
as a function,
as an architecture,
as a value chain,
as a system,
as a structure,
as a set of professionals,
as a set of capabilities

Approach

realigning
recalibrating
re-engineering
reshaping
reinventing
reimagining
revolutionising

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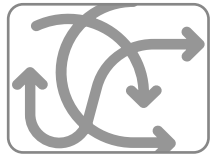
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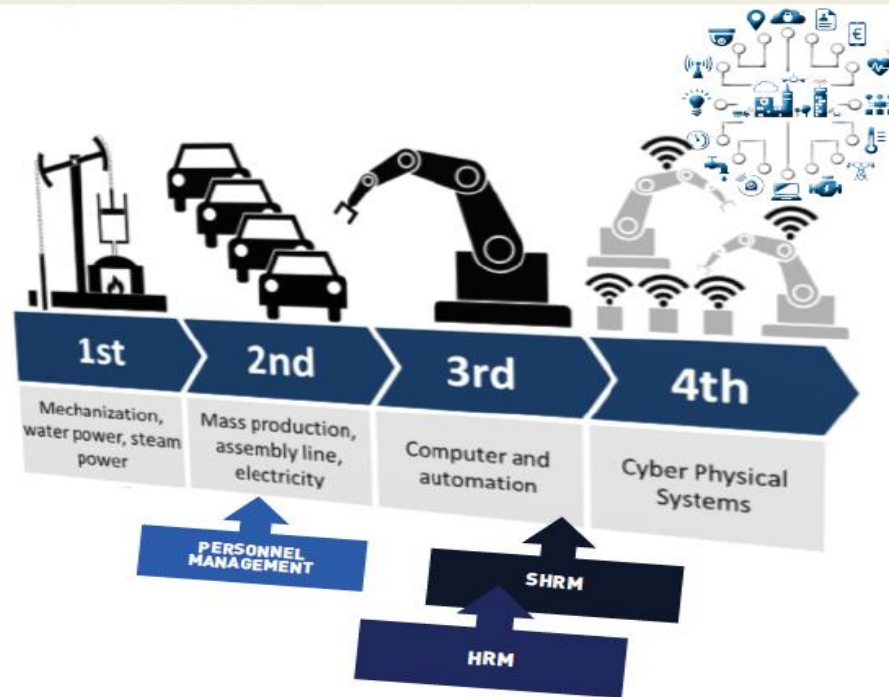
Future of continuous employee development: capabilities, careers, and contexts



SABPP PEOPLE Factor Strategy



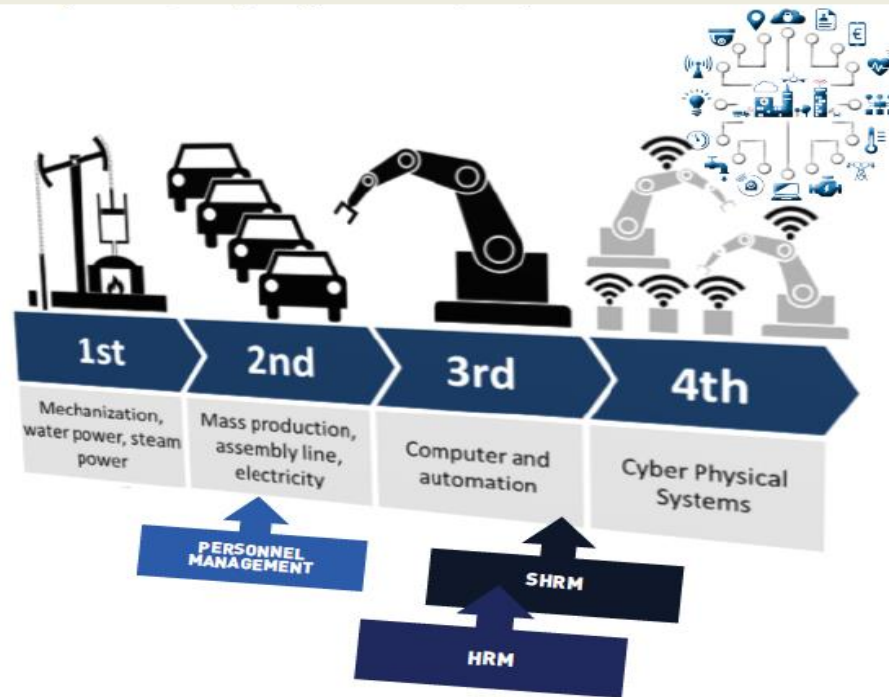
macro level – fourth revolution and tech-centrism



Adapted from Roser (2017) and ENISA (2019)



macro level – fourth revolution and tech-centrism



Adapted from Roser (2017) and ENISA (2019)

different frames,
lines of sights and
thinking, and
destinations



macro level – fourth revolution and tech-centrism

different frames, lines of sights and thinking, and destinations



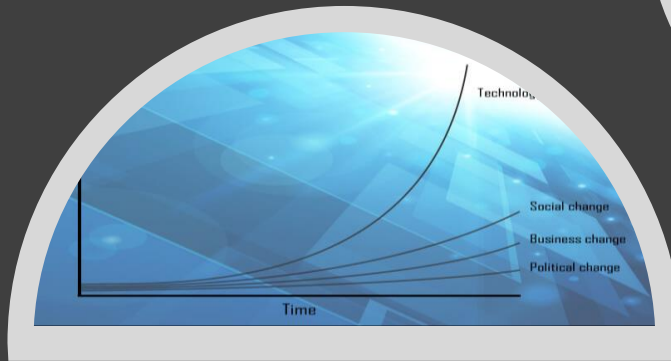
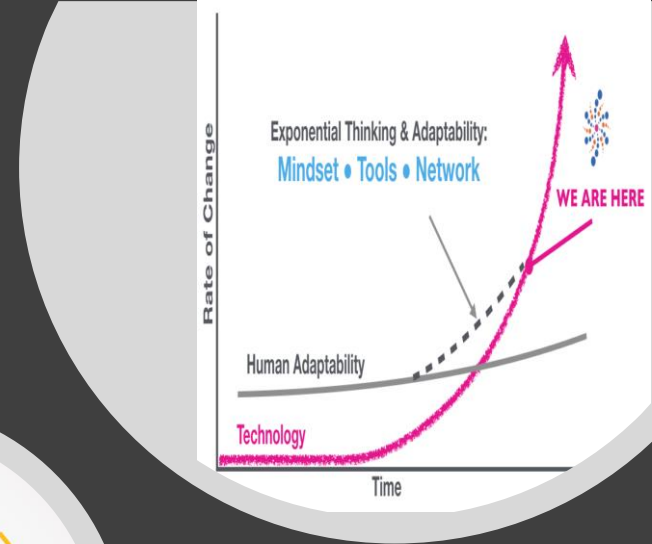
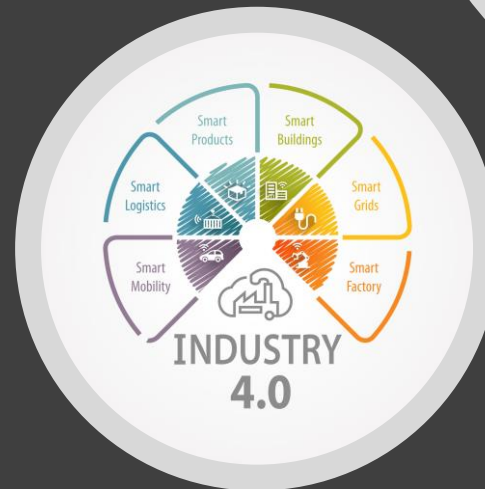
CLICK THESE HEADINGS TO JUMP TO SECTIONS	TECH FUSION AND UTOPIANISM	TECH DIFFUSION AND REALISM	TECH AS SOCIAL ARTEFACT
FRAMING OF TECHNOLOGY	Convergence	Incubation, transfer and diffusion	Tech as socially constructed and embedded
AGENCY OF TECHNOLOGY	Exponential universalism, utopianism and frontiers	Context-bound and contingent	Mutual influence and institutional-boundedness
IMPACT	Tech-based disruption	Disruption and integration	Value creation
POLICY FOCUS AND STRATEGIC CHOICES	New economies	Evolving hybrid economies	Patterns of infrastructure, structure, discourses and practices
HR'S PLACE AND STRATEGIC CHOICES	HR disrupted	HR fit for the digital age	HR value creation and citizenry for future



Tech fusion and singularity

Combinatorial impact of technologies such as cloud computing, AI, big data, robotics, 3D printing, automation, IOT

Idea of abundance and tech-based utopianism



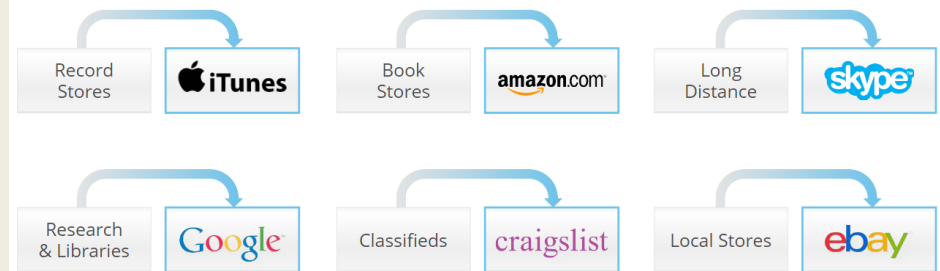


Tech fusion and singularity



DEMONETIZE

The cost of products and services **decrease significantly**



DEMATERIALIZIZE

Physical products **disappear** and **consolidate**



DEMOCRATIZE

Access is available and affordable **to everyone**



Tech fusion and singularity



Software platform

Car manufacturers are developing software platform for vehicles and cloud services

Digital ecosystem

Blurring the traditional boundaries and creating an ecosystem that encompasses the 'car' creating a seamless user experience and mobility services





Tech fusion and singularity

HR'S PLACE AND STRATEGIC CHOICES

HR disrupted



- unbundling of HR function, practices and processes
- from lean, agile organisations to commons and decentralised, autonomous, protocol-based organisations
- universalistic and best practice approaches



**Beyond
HR**





Tech fusion and singularity

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HR as AI, RPA, and code



→ examples in talent assessment and learning



Tech fusion and singularity

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HR as AI, RPA, and code



→ examples in talent assessment and learning



problematic assumptions and theoretical grounding

biases baked into AI and data



Strategic choices and roadmaps for HR or ‘bricolage’ by the HR practitioner?

**HR'S PLACE AND
STRATEGIC CHOICES**

HR disrupted

HR fit for the digital age

HR value creation and citizenry for
future

Roadmap



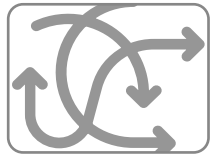
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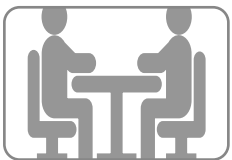


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Future of future of continuous employee development:
capabilities, careers, and contexts



SABPP PEOPLE Factor Strategy

HR4.0: Shaping People Strategies in the Fourth Industrial Revolution



IMPERATIVES	EMERGING LEADERSHIP PRACTICES	EMERGING HR FUNCTIONS
Developing New Leadership Capabilities for the 4IR	<ul style="list-style-type: none"> Embrace and explain ambiguity Combine operational management, technology integration and people management skills Use culture as the new structure Use analytics as a key tool in the distributed organization 	<ul style="list-style-type: none"> Cultural Ambassador Digital HR Lead
Managing the Integration of Technology in the Workforce	<ul style="list-style-type: none"> Build strategies for job reinvention, reskilling and redeployment of talent Identify reskilling pathways for talent whose work is being transformed by automation Orchestrate a combination of actions to address the impact of automation Build a talent ecosystem encompassing alternative work models and employ different methods of finding needed skills 	<ul style="list-style-type: none"> Head of Work Reinvention and Reskilling Head of Relevance and Purpose
Enhancing the Employee Experience	<ul style="list-style-type: none"> Create a human-centric, holistic and purposeful employee experience Rethink and invest in employee well-being Align the employee experience with the agile operating model Use technology to engage employees 	<ul style="list-style-type: none"> Employee Experience Specialist Bot Monitor
Building an Agile and Personalized Learning Culture	<ul style="list-style-type: none"> Foster a culture of lifelong learning and shared responsibility Engage and pro-actively manage employees in at-risk jobs Unlock the learning mix that is right for the organization Track and measure skills in your organization 	<ul style="list-style-type: none"> Cultural Ambassador
Establishing Metrics for Valuing Human Capital	<ul style="list-style-type: none"> Use new technologies and data to develop new human capital metrics Use technology and data to drive the business decision making Create external reporting on the value of and value added by human capital Include all forms of human capital within the organization's metrics 	<ul style="list-style-type: none"> Head of Insights HR Data Scientist
Embedding Diversity and Inclusion	<ul style="list-style-type: none"> Proactively manage diversity in alignment with business growth Embed D&I into concrete steps in culture and process Use data analytics rigorously to measure diversity and assess inclusion Engage with stakeholders and knowledge sources beyond the organization 	<ul style="list-style-type: none"> Diversity & Inclusion Officer

National HRM Standards for South Africa

Setting professional standards for practice



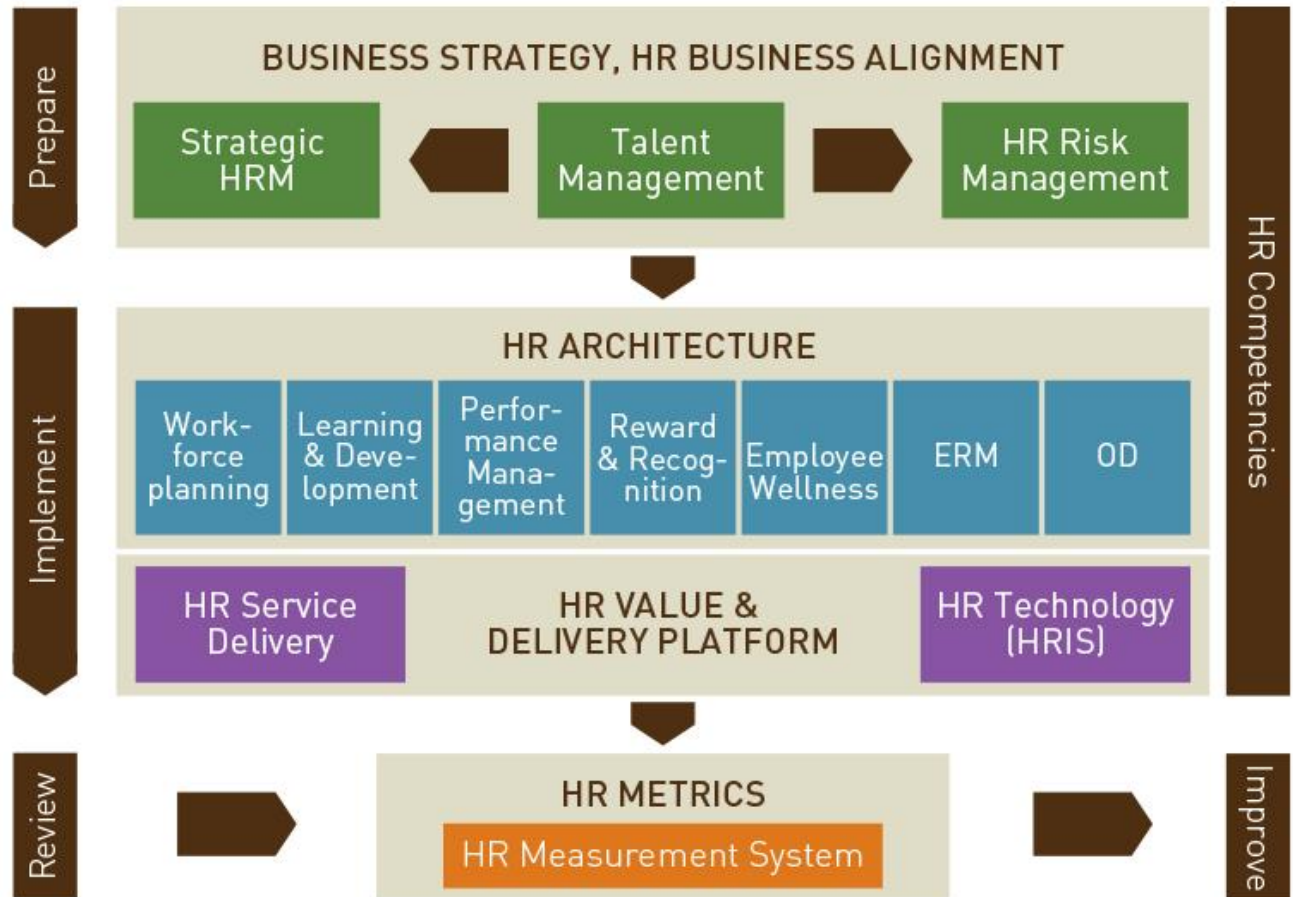
SABPP™

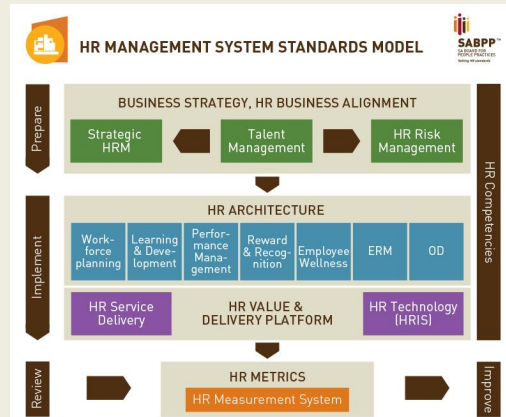
SA BOARD FOR
PEOPLE PRACTICES

Setting HR standards



HR MANAGEMENT SYSTEM STANDARDS MODEL





STRATEGIC HRM STANDARD ELEMENT

1. Are our HR strategy, processes and systems promoting efficiency in current operations (fit) as well as building capability to transform our products, operations and workforce to meet new competitive (and technological) challenges as they arise? [FS 2/20, 1/21]
2. Are we actively networking within and across sectors/ industries to identify relevant innovations and potential disruptions? [FS 2/20]
3. Have we reconsidered the role of HR and the relevance of HR practices in the light of the need to consider multiple ways for people to work for/with our organisation? [FS 1/21]
4. Have we chosen a model for our 'HR4.0' framework? [FS 1/20]
5. How are we viewing technology and human agency together? [FS 1/20, 4/20, 6/20]
6. Have we challenged the relevance of our Employer Value Proposition in relation to different, and changing, segments of our workforce? [FS 11/20]
7. Have we reviewed the roles, structure and skills of our HR practitioners for future requirements and put in place plans to implement any changes needed? [FS 1/20]



(Caldwell, 2004; Jivan, 2017)

Your head, heart, and hands	<u>Mindset, emotional intelligence, and experimentation</u> (see in particular page 20 of Factsheet 2020/02, March) <u>Future readiness, employability, and literacy</u> (Factsheet 2021/02, March) <u>Future lifespan, career, and employee life cycle</u> (Factsheet 2021/03, April)
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Roadmap



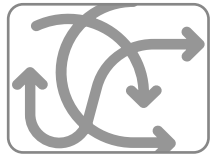
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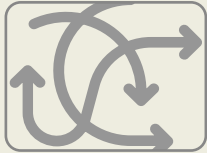
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Future of future of continuous employee development:
capabilities, careers, and contexts



SABPP PEOPLE Factor Strategy



Reskilling revolution

WORLD
ECONOMIC
FORUM

COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

“Current systems of learning and signalling job-fit do not provide the agility that lifelong learners will require, and we find ourselves at a defining moment to make skills the currency of the labour market. Shifting to a skills-based system can not only provide more efficient mechanisms by which employers can identify the talent they need for business to flourish but can also create fairer labour markets where individuals are able to rapidly transition between roles; have greater access to learning opportunities; and be matched to employment

TODAY, 2018	INCREASING, 2022	DECLINING, 2022
Analytical thinking and innovation	Analytical thinking and innovation	Manual dexterity, endurance and precision
Complex problem-solving	Active learning and learning strategies	Memory, verbal, auditory and spatial abilities
Critical thinking and analysis	Creativity, originality and initiative	Management of financial, material resources
Active learning and learning strategies	Technology design and programming	Technology installation and maintenance
Creativity, originality and initiative	Critical thinking and analysis	Reading, writing, math and active listening
Attention to detail, trustworthiness	Complex problem-solving	Management of personnel
Emotional intelligence	Emotional intelligence	Quality control and safety awareness
Reasoning, problem-solving and ideation	Leadership and social influence	Coordination and time management
Leadership and social influence	Reasoning, problem-solving and ideation	Visual, auditory and speech abilities
Coordination and time management	Systems analysis and evaluation	Technology use, monitoring and control

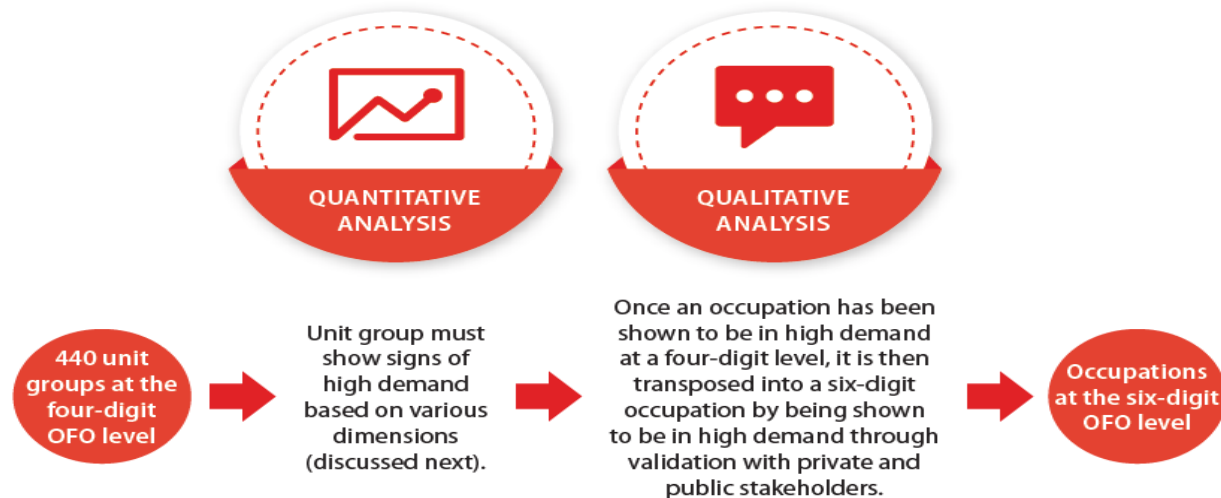
Source: WEF (2019)



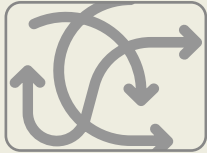
Reskilling revolution

The 2020 List of Occupations in High Demand: A Technical Report

FIGURE 5: High-level view of the list of OIHD methodology

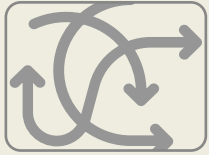


INCLUSION CRITERIA			
	Automatic inclusion <ul style="list-style-type: none">Occupation is mentioned five or more times across literatureInterview with industry representative provides strong motivation for inclusion	Conditional inclusion based on supporting evidence <ul style="list-style-type: none">Occupation is mentioned two to four times across literature, but demand seems narrowly specifiedOccupation is mentioned one to two times across literature, but underlying qualitative evidence is robust	Conditional inclusion based on literature <ul style="list-style-type: none">A literature review of other grey literature or academic sources provides evidence that the occupation in question is in high demand
EXCLUSION CRITERIA			
	Automatic exclusion <ul style="list-style-type: none">Interview with industry representative provides strong motivation for exclusionOccupation is not sufficiently skilled, not sufficiently in shortage, or not sensible (3S)		Conditional exclusion based on supporting evidence <ul style="list-style-type: none">Occupation is mentioned one to two times, but underlying qualitative evidence is not robust (i.e., principal custodians of said occupation are not the voices behind including particular occupations)



Critical requirement for national intervention:

- Consensus on constructs (knowledge, skills, abilities, aptitudes, attitudes, mindsets, competencies, competence, capabilities, meta-)
- Drawing on sound neuro, psychological, behavioural and sociological theories and frameworks (how constructs relate and interact)
- Understanding the roles of pedagogy, andragogy, and heutagogy
- Enabling skills development landscape
- Are jobs and occupations the anchor for skills development?
- Consensus on our objective – critical, reflexive, and productive citizens? Empowering or tooling employees? Or need to shift beyond the traditional binaries?



Capabilities and future literacy

The discussion of the reskilling revolution focuses in on the specific skills that are and will be in demand and that the workforce will need to be equipped for.

However, this may be a narrow lens on the future preparation and readiness of the workforce. It also does not focus in on the human capabilities that are required to learn, develop, and master skills and for developing the expertise to use these skills together and appropriately in context. And, thus, it does not focus on the development and harnessing of these capabilities.

For example, the development of capabilities such as learning to learn, creativity, empathy, and resilience as well as the development of mental models and mindsets that underpin future readiness

Related to the above discussion of capabilities, the United Nations Educational, Scientific and Cultural Organization (UNESCO) is promoting the development of future literacy. However, we need to note the use of the terms, capability and skill, in the description of future literacy.

UNESCO's promotion of 'using-the-future' shifts perspective from seeing the workforce as reacting to the shifting skills demands caused by technological changes. It is human beings (as citizens, agents, and members of the workforce) that shape and develop technologies.

Roadmap



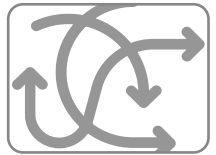
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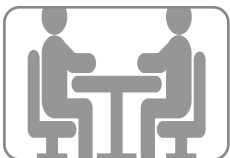


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Future of future of continuous employee development:
capabilities, careers, and contexts



SABPP PEOPLE Factor Strategy



Capabilities, careers, and contexts

The discussion on the reskilling revolution suggests that there is a need for constant upskilling and reskilling for the transition of roles caused by 4IR technologies.

This state of transitioning and the continuous changes to tasks, work, and jobs are now the status quo. There is no permanence and thus no permanent or fixed jobs, roles, occupations, and professions .

Thus, lifelong upskilling, reskilling, and multiskilling is required to remain employable in the future.

However, as the discussion on capabilities suggests, this may be a narrow lens.

Future employability may be seen more broadly as the interrelation and dynamic between capabilities, careers, and contexts. That is, the individual's capabilities that have been developed and can be developed through his/her lifespan; the individual's career drive, journey, and related development through successive career transitions and/or portfolio of career positions/roles held concurrently; and the labour market and broader socio-economic and political landscapes.

The key question is: who is responsible for and funds the future employability if there is an interrelation and dynamic between capabilities, careers, and contexts.

Roadmap



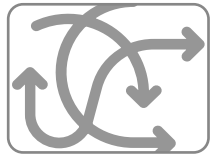
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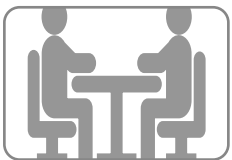


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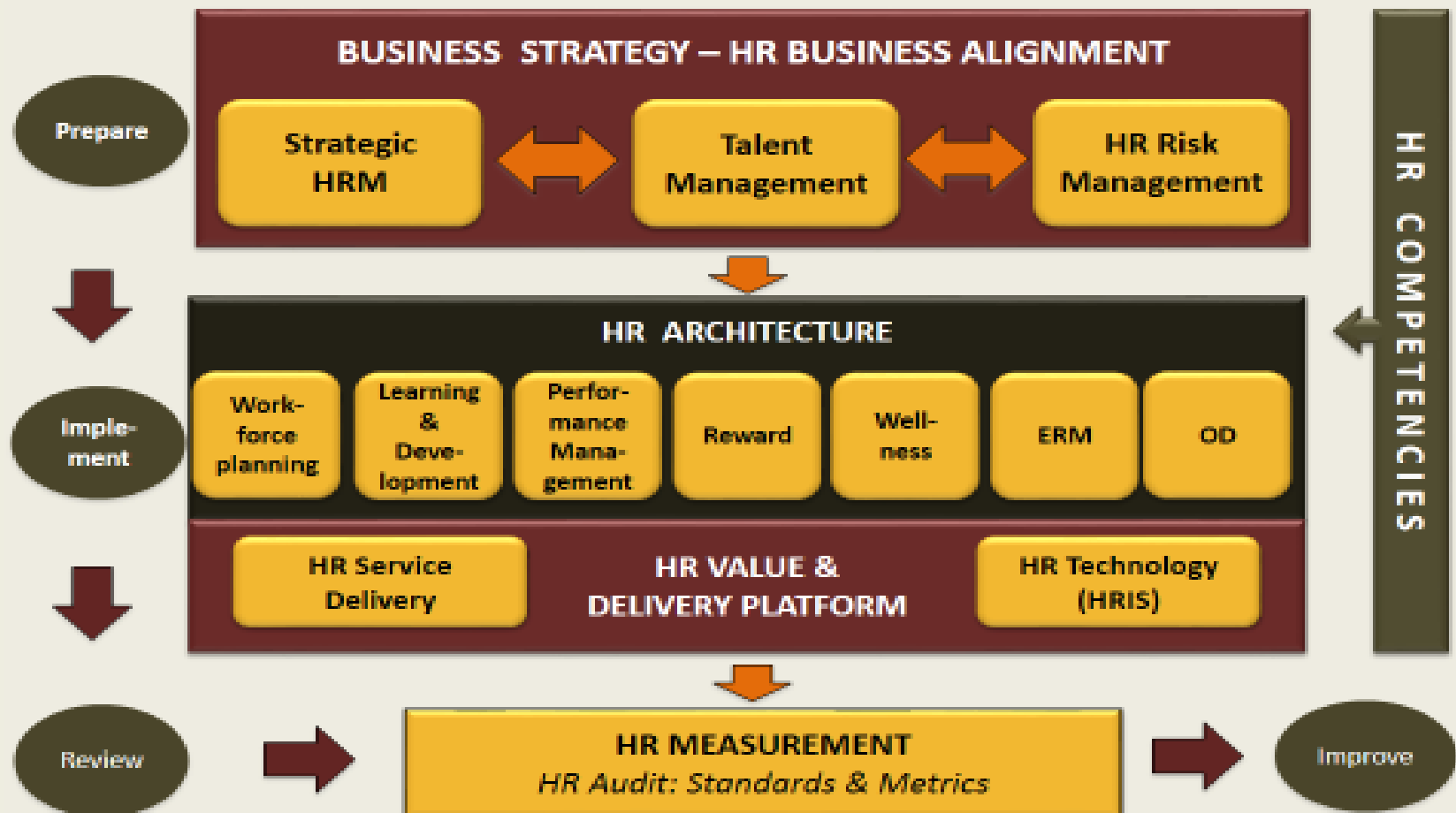
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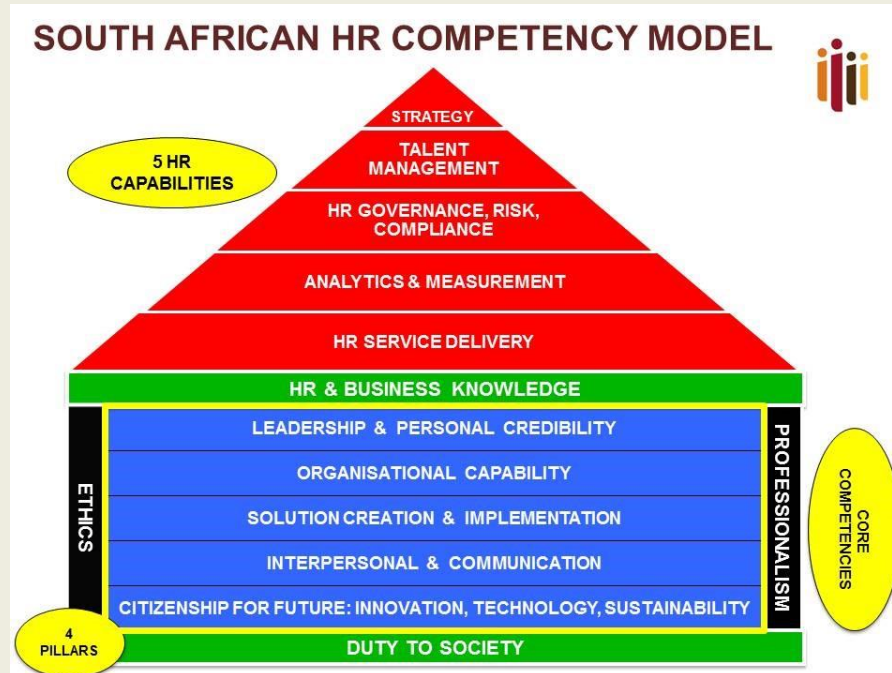
SABPP PEOPLE Factor Strategy

HR Management System Standards Model

SABPP HR MANAGEMENT SYSTEM STANDARDS MODEL



HR Competency Model



SABPP™
SA BOARD FOR PEOPLE PRACTICES
Setting HR standards

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SA Board For People Practices – Setting HR Standards

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Member CPD 2020

CPD » Member CPD

Continuous Professional Development (CPD)

SABPP aims to sustaining the HR profession through the creation of a culture of continuous professional development (CPD) and ensuring that all registered professionals maintain their competence and professionalism.

The SABPP CPD is a blend of input or output-based methods, concepts and practises that are aimed at assisting the HR professional to progress throughout her or his career.

SABPP journey

Setting HR Standards

Developing professional standards

- Standards of good people practices (HR Management System Standards Model)
- Code of professional and ethical conduct
- Professional competence – registration and continuous professional development

HR Voice

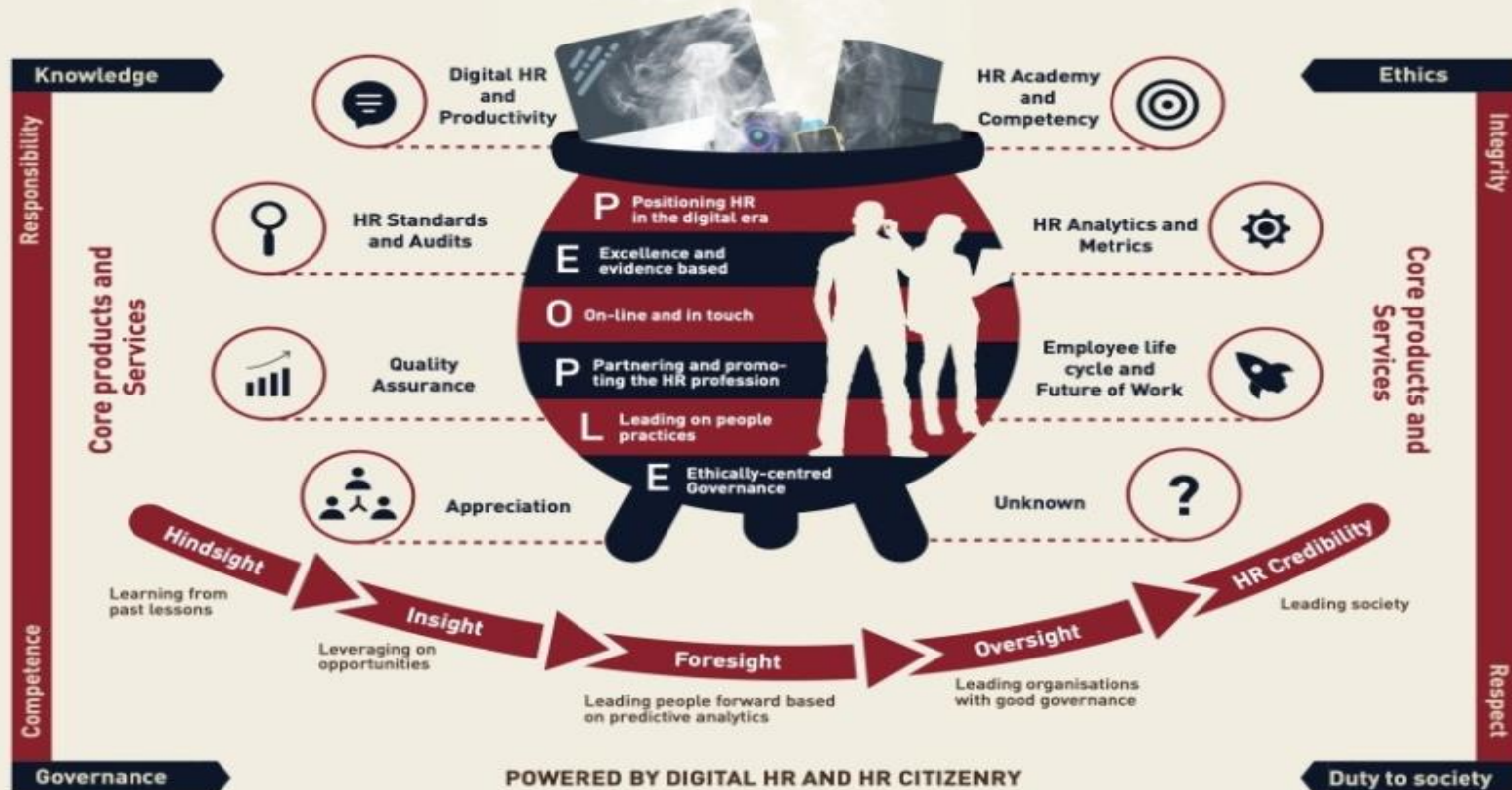
- HR governance
- R&D
- Value & visibility
- Optimising alliances
- Innovation & tech
- CPD
- Excellence

PEOPLE Factor

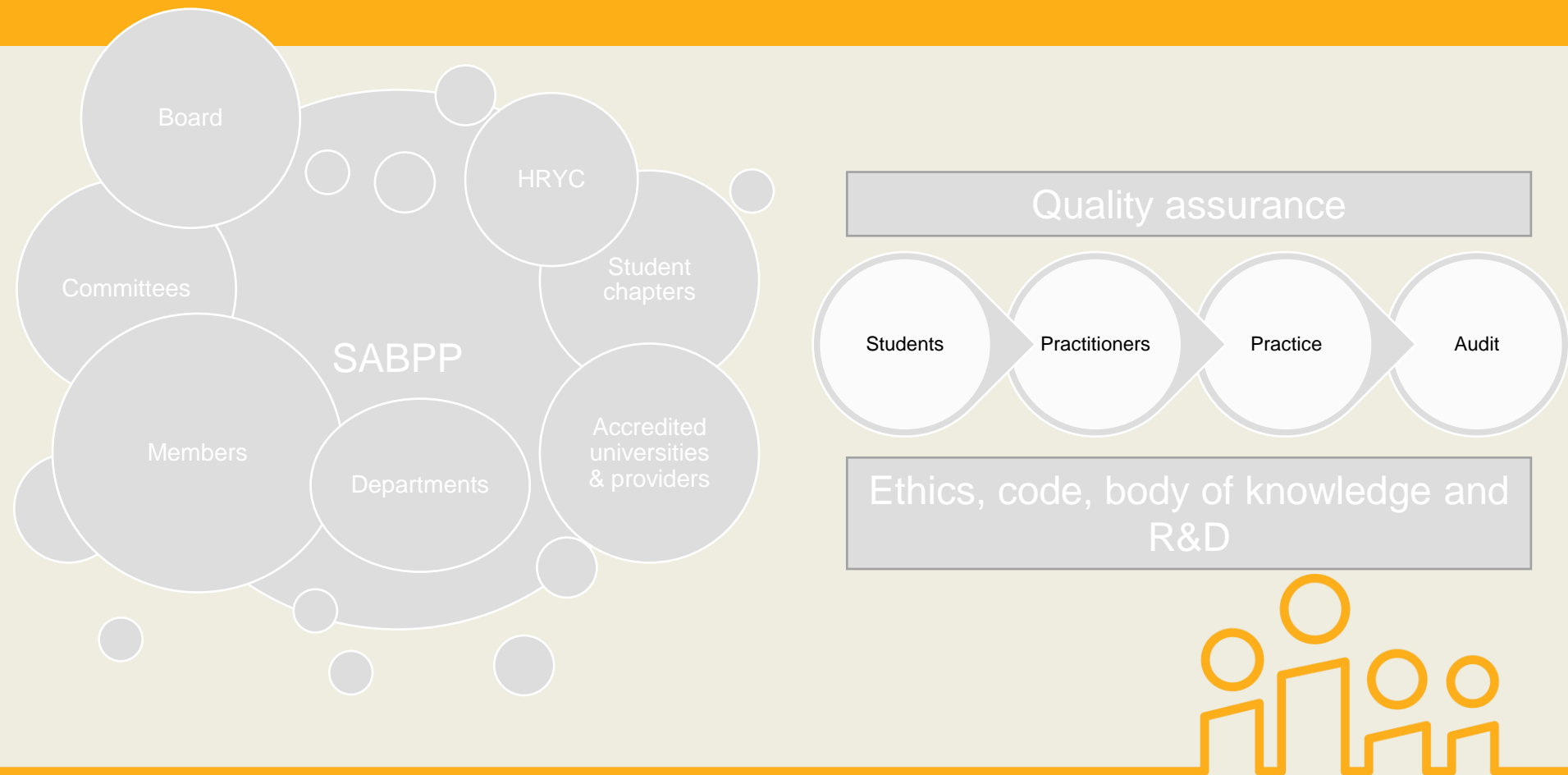
- Positioning HR in digital era
- Excellence and evidence-based
- Online & in touch
- Partnering and promoting HR profession
- Leading on people practices
- Ethically-centred governance

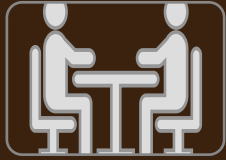
SABPP journey

THE PEOPLE FACTOR STRATEGY #HR202030



HR ecosystem & pipeline





Thank you for providing a space to share our thoughts. This is an important platform to begin reflections on key questions and issues. I am available for further engagement.



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