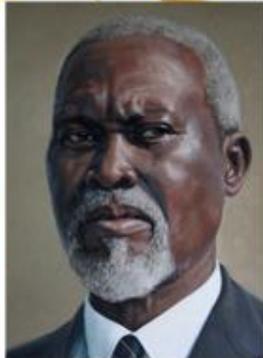






BUILDING THE CULTURE OF THE INTEGRATED TALENT MANAGEMENT VALUE CHAIN IN THE ERA OF THE 4TH INDUSTRIAL REVOLUTION



PRESENTATION OUTLINE

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1. INTRODUCTION

- ❖ Talent management is a totally new concept in a democratic local government sector which was ushered in 2000.
- ❖ In most municipalities the HR value creation processes especially talent management are still disintegrated, traditional and thereby resulting the public sector to lag behind as compared to the private sector.
- ❖ The municipal HR executives and practitioners must then pose a question unto themselves as to how best the HR value creation especially the talent management culture and system can be built on the foundation of 16 years of a democratic local government.



CONT'D

- ❖ In reflecting on that strategic task/question it then becomes imperative that HR executives and practitioners develop the unique and customised integrated talent management approaches which take into account the socio-economical, geopolitical landscape and complexities of South Africa and use that as the benchmark for Africa and the entire globe (starting within the BRICS context)
- ❖ This then presupposes that the creation of an integrated talent management culture and value chain in local government requires a radical shift from what HR executives and practitioners have been used to over the past and even now.



2. SCENE SETTING

- ❖ In 2013 SALGA produced the HRM&D value chain which focused on 14 areas/elements and among them is talent management.
- ❖ One of the country's HR professional bodies, SABPP also developed the 13 national HR standards and among them is talent management which is regarded as a strategic business/organizational function rather than a by the way function.
- ❖ Both these HR systemic changes begin to usher in a new culture within the HR fraternity and thereby ensuring the standardization and professionalization of HR value chain in both public and private sector.



CONT'D

- ❖ In local government there are key prescripts from which talent management processes are drawn and chiefly are the RSA Constitution, Municipal Systems Act of 2000, Municipal Structures Act of 1998, Municipal Finance Management Act of 2003, Labour Relations Act of 1995, Employment Equity Act of 1998, Skills Development Act of 1998 etc.
- ❖ The unfortunate aspect is that in most of the RSA's municipalities the HR executives and practitioners continue adhering to the above legislative tools in a traditional, non-coherent and disintegrated manner especially when undertaking talent management processes.



3. THE ESSENTIALITY OF CREATING INTEGRATED TALENT MANAGEMENT CULTURE IN PUBLIC SECTOR/LOCAL GOVERNMENT

- ❖ The public sector in general and local government in particular has developed a number of strategic plans and programmes but a fundamental challenge remains being the poor or non-implementation, non-integration, monitoring and evaluation of such plans/programmes.
- ❖ The execution and evaluation of any strategic plan requires the unique and specialised sets of competences, knowledge, values and skills possessed and demonstrated towards achieving the best results and maximum organizational impact.
- ❖ It is also key to comprehend the environmental intrinsic and extrinsic factors which have a bearing on value chain.



CONT'D

- ❖ It then becomes key for an organization to demonstrate through its systems, culture, controls and processes the ability to attract, retain, incentivize, succeed, develop and risk mitigate the right talent to execute its strategic plan (IDP in the case of local government)
- ❖ The practice that the public sector and local government in particular needs to draw some positives from, is the maximum cultivation, adherence, promotion and demonstration of corporate culture as against a given department only.



CONT'D

- ❖ There is also a perception the renewed and development-oriented HR executives and practitioners need to discard from the minds of internal role players in local government which is perpetuated to say that HR is not responsible for defining the organizational culture as HR is a support function.
- ❖ This perception is grounded in public sector and local government in particular.
- ❖ Again all the HR executives and practitioners are called upon to demystify this myth by providing the strategic comprehension of HR within the organization.



CONT'D

- ❖ HR value creation in the current century is defined as the gateway to maximum organizational performance through unique innovation and creativity demonstrated by the best human capital fit or the spiral downward performance of an organization due to mismatch of human capital fit and or absent of corporate culture.
- ❖ The organizational culture is broadly defined as the set of values, beliefs, principles, attitudes and behaviour shared by a group towards the realization of the strategic goal/vision of the organization.



CONT'D

- ❖ In the context of the integrated talent management value chain, it then becomes imperative that the values/principles of the ITM value chain mirror the corporate culture which in turn seeks to drive the organizational performance, outcomes, accountability and impact.
- ❖ The culture and the strategic location of the integrated talent management is indispensable in meeting the strategic goals and priorities of the organization.



4. THE OBTAINING SITUATION WITHIN THE LOCALISED PERSPECTIVES OF TALENT MANAGEMENT VALUE CHAIN

- ❖ As earlier alluded to that generally talent management value chain is still fraught with disintegration and non-coherence within RSA local government system and that is manifested by the following:
 - There is a lack or absence of corporate culture which then has a bearing on talent management.
 - The corporate or talent management culture is not stakeholder-driven
 - There is a lack of competency and skills framework
 - The learning development is not aligned to competency/skills framework
 - Emphasis is still placed on recruitment and selection per se.



CONT'D

- The components of the integrated talent management value chain (retention, rewards, career-pathing, succession, learning and risk mitigation) are undertaken distinctly and non-coherently.
- There are no regular staff induction sessions and where existing they are a compliance, out-dated and not comprehensive.
- There are no staff succession strategies underpinned by employment equity imperatives/targets
- There is no culture of performance recognition and where existing it is informal.



CONT'D

- The rolled out training programmes are thumb sucked and not informed by the individual worker/learner development plans (succession plan) employment equity imperatives and IDP priorities.
- There are no talent management value propositions and where they exist they are purely for PR exercise.
- There is a lack of credible and user friendly performance and potential matrix for staff.
- Lack of monitoring and evaluation of recruitment and selection processes/outcomes.



CONT'D

- ❖ Based on the above it is evident that more work needs to be done in local government in terms of strategic positioning of the integrated talent management value creation.
- ❖ Furthermore this synopsis also depicts that in most of the RSA municipalities the integrated HR professionalization agenda remains a strategic task all HR executives and practitioners must embrace and execute.
- ❖ Lastly this picture also indicates that even those municipalities which are high capacity and in some instances regarded as metros also have not given optimally the required attention of integrated talent management value creation.



5. THE LOCALISED MUNICIPAL MODEL TO BE USED IN THE DEVELOPMENT OF INTEGRATED TALENT MANAGEMENT VALUE CREATION

- ❖ The SALGA HR value chain remains a key strategic framework to guide in the development of the integrated talent management value creation.
- ❖ It is then imperative that in the development of the integrated talent management value chain, a greater degree of a simplified scientific approach is then applied.

5.1 THE STEPS TO BE FOLLOWED

- ❖ The following simplified scientific exercise needs to be undertaken:
 - The in-depth understanding of the sector the organization is existing in and its relationship to socio-economic development and growth.



CONT'D

- The identification of values, principles, attitude to underpin the future human capital fit/talent in line with long term strategic plans
- The formulation of the integrated retention, performance, succession, learning and risk mitigation strategies/systems/processes and resource mobilization/allocation in line with the long term strategic plans.
- The time-bound monitoring and evaluation of the integrated talent management value chain against the broad organizational objectives and goals.



CONT'D

5.2 VALUES AND PRINCIPLES

❖ In the creation of the integrated talent management value chain the following talent management values/principles to underpin corporate culture can be considered:

- Alignment/integration
- Engagement
- Responsibility
- Communication
- Accountability
- Recognition
- Professionalism
- Outcome
- Measurability
- Impact



CONT'D

5.3 THE KEY STAKEHOLDERS

- ❖ As earlier indicated that the integrated talent management value chain is the organizational strategic function than a by the way matter hence the following stakeholders are key in its development, implementation, monitoring and evaluation:
 - Chief Accounting Officer/Chief Talent Officer (champion)
 - HR Executive
 - Senior management
 - Elected leadership (council/EXCO)
 - Talent Manager
 - Specialists (Communications, ICT, etc)
 - Organised labour
 - Chief risk Officer
 - Chief Skills Development Officer



CONT'D

- PM&E Manager
- IDP Manager
- R&D Manager
- Change Management Manager

5.5 THE STRUCTURES TO BE IN PLACE

5.5.1 EXCO

5.5.2 LPA/HR

5.5.3 TOP MANCO

5.5.4 ITM STEERING COMMITTEE

5.5.5 ITM WORKING GROUPS



CONT'D

- ❖ The following strategic tools are to find expression on the integrated talent management value creation of an organization/municipality:
 - The RSA Constitution of 1996
 - The White Paper on the Transformation of Local Government of 1998
 - The time-bound implementation plan of AU AGENDA 2063
 - The 2017 WEF Report on the Future of Jobs and Skills in Africa
 - The NDP (Vision 2030)



CONT'D

- The RSA Government Outcomes Approach
- The LG Back to Basics Programme
- The SABPP Labour Market Scenarios 2030 Report
- The 2017-2022 SALGA Strategic Framework
- The KZN PGDS
- The KZN PEGDS
- The IDP



CONT'D

5.6 THE BENEFITS OF THE INTEGRATED TALENT MANAGEMENT VALUE CREATION

- Focused realization of the organizational strategic plans
- Flexibility and employee gratification
- Cost efficiencies
- Optimal stakeholder and clients' returns
- Organization becomes ahead of developments
- Optimal organizational turnaround
- Enhance coherence, horizontal integration, synergy, performance and positive outcomes/impact



CONT'D

- Organization becomes the centre of innovation and benchmarking
- Promote ethical standards
- Maximize revenue



6. THE CHARACTERIZATION OF THE INTEGRATED TALENT MANAGEMENT VALUE CREATION IN THE ERA OF THE 4TH INDUSTRIAL REVOLUTION

- ❖ The current century marks a period characterised by VUCA (votality, uncertainty, complexity and ambiguity) and such a situation then prompts the technological evolution.
- ❖ The 1st Industrial Revolution used water and steam power to mechanize production, the 2nd Industrial Revolution used electric power to create mass production and the 3rd Industrial Revolution used electronics and information technology to make production hence the 4th Industrial Revolution is building on the 3rd Industrial Revolution as it is about digital revolution.



CONT'D

- ❖ The current 4th Industrial Revolution manifests itself in a form of digital, fastest speed, scope, systems, capacity, data and information which does not require a manager or one to be in a boardroom/office, face to face meeting or manual verification of information for a decision making process.
- ❖ The 4th Industrial Revolution is the manifestation of breakthroughs in the fields of robotics, internet of things, business intelligence, 3-D printing, materials science, quantum computing etc.



CONT'D

- ❖ The 4th Industrial Revolution is going to determine jobs to be created with specialised values, knowledge, skills and competencies.
- ❖ The 4th Industrial Revolution will dramatically change the way and quality of life in the world as currently happening in the emergence of the millennials (Low level of social trust, indebtedness, learned, no rush for marriage, out of wedlock children, out of the box, racially diverse peers, IT literate, open political views and different preferences than earlier generations)



CONT'D

- ❖ The 4th Industrial Revolution as commonly known as technological/digital innovation will sharply reduce costs of some of the current services (transport, trade, communications etc) and thereby opening market opportunities which will require specialised skills and competences.
- ❖ The 4th Industrial Revolution is likely to have disastrous effect especially in widening inequalities especially in the developing countries mainly due to lack of education, skills, poverty and disruption of labour market (low pay and high pay jobs)



CONT'D

- ❖ The 4th Industrial Revolution will produce two classes of the society namely: the intellectual providers/innovators/designers/investors as well as the consumers who will unfortunately in Africa will happen to be the poor and low paid workers.
- ❖ The effects of the 4th Industrial Revolution shall be dire especially in the stagnation and decrease of real incomes of the current and future generations.
- ❖ Certainly the organizational culture and value chains shall be disrupted negatively as organizations endeavour to pace up with digitalization.



CONT'D

- ❖ As organizations shall be affected similarly management shall also be affected hence a need for management and staff to adjust to technological digitalization.
- ❖ The 4th Industrial Revolution will also require government to change its communication strategy, decision making processes, public engagements, access to government services/opportunities in line with digitalization agenda/era.
- ❖ The 4th Industrial Revolution will also change the way government/public sector create and promote the integrated talent management value chain.



CONT'D

- ❖ Furthermore the era of technological digitalization/innovation shall not require permanent employment as such can be monotonous and never inspire innovation.
- ❖ The 4th Industrial Revolution shall also require managerial flexibility in the performance and supervision of work.
- ❖ The 4th Industrial Revolution shall also require the development of the curriculum and skills programmes which encourage critical thinking, innovation, emotional intelligence, up-skilling, re-skilling of workers and adult learning.



CONT'D

- ❖ The 4th Industrial Revolution shall require the HR executives and practitioners to be highly innovative and digital as the following characteristics shall emerge in the workplaces:
 - Mobile device shall be the office/workstation
 - Recruitment shall be done through social networks
 - CVs will use videos/imitation as mode of delivery
 - Networked mindset
 - Social media literacy a requirement for employment.



CONT'D

- ❖ The SABPP has done a study through scenario approach in terms of the status of labour market by 2030 as a result of the 4th Industrial Revolution and in short the study calls upon all HR executives and practitioners to either embrace technological innovation/digitization in partnership with key workplace and external stakeholders (towards realizing the NDP) or ignore it and retain the existing patterns/methodologies of work and thus disintegrating the economy and labour market.



CONT'D

- ❖ The 2017 WEF Report on the Future of Jobs and Skills in Africa also identifies areas of jobs which will be required in Sub-Saharan by 2030 dubbed REALIZING HUMAN POTENTIAL IN THE FOURTH INDUSTRIAL REVOLUTION and the labour market as per the study shall require strong emphasis on creating stronger education systems in the following areas:
 - Access to early childhood education
 - Future readiness of the curricula
 - Develop and maintain the professionalized teaching workforce



CONT'D

- Exposure to workplace and career guidance
- Digital fluency and ICT literacy skills
- Robust TVET
- Create culture of lifelong learning
- Openness to education innovation
- ❖ This clearly depicts that there is need for public sector and local government fraternity to adjust to the demands and dictates of the 4th Industrial Revolution and again such alignment must also speak to the strategic vision and goals/objectives of the organizations/local government.



7. THE STRATEGIC LESSONS/TASKS TO LEARN FROM IN THE DEVELOPMENT OF THE INTEGRATED TALENT MANAGEMENT VALUE CHAIN

- ❖ Having shared all this information on the subject at hand, it then becomes imperative that as HR executives and practitioners present today representing different organizations within local government then draw some lessons which will be the strategic tasks to execute going back to our respective spaces of control and influence and some of those tasks are as follows:
 - SALGA to provide on-going support toolkit for the municipalities to assess and align their traditional recruitment and selection policies together with other stand alone components of the value chain in line with the integrated talent management value creation.



CONT'D

- SALGA to assist municipalities in developing the user friendly and transparent local government performance and potential matrix which shall promote staff performance and succession
- SALGA in partnership with other key municipalities (which may have it) develop and harness the strategic tool to hold the municipal supervisors accountable for staff performance/productivity.
- SALGA to develop a framework on the positioning of local government including rural municipalities in line with the digital and innovative dictates/imperatives of the 4th Industrial Revolution in South Africa/KZN.



CONT'D

- SALGA to lobby government strongly at both provincial and national levels on the vigorous roll out of ICT broad banding across municipal areas of South Africa/KZN in in order to meet the challenges of the 4th Industrial Revolution .
- SALGA and municipalities to develop a framework on “POSITIONING MUNICIPALITIES ON CAPACITY BUILDING AND INSTITUTIONAL RESILIENCE TOWARDS A DECADE OF NDP IMPLEMENTATION WITHIN LOCAL GOVERNMENT VUCA AND 4TH INDUSTRIAL REVOLUTION ENVIRONMENT.”



CONT'D

- SALGA and municipalities to develop a framework on the realization of the eight strategic areas to nurture human capital/potential in the Sub-Sahara region/South Africa as contained in the 2017 WEF REPORT ON REALIZING HUMAN POTENTIAL IN THE 4TH INDUSTRIAL REVOLUTION.
- The municipal HR executives and practitioners to develop strong working relationships with the IDP and Research and Development offices in the annual reviews of the IDP priorities to inform the integrated talent management value chain of the municipality.



CONT'D

- The municipalities to conduct the ICT infrastructure capacity for the required staff and management/community interventions to meet the challenges of the 4th Industrial Revolution.
- The municipalities through SALGA support develop the long term risk mitigation/intervention strategy of the 4th Industrial Revolution on staff/management, communities and provision/access to municipal services.
- The municipal executives and practitioners to conduct the assessment of the extent to which the municipal workplace environments are millennial-friendly.



CONT'D

- SALGA working together with municipalities need to vigorously lobby and call for the amendments to 2014 Regulations on the Appointment and Conditions of Service for Senior Manager (Section 56/57) especially on the current provision of the regulations linking the competency assessment result to the band of a given total remuneration package because the continued application of these regulations will defeat the culture of integrated talent management.
- SALGA in the context of radical transformation needs to develop a policy framework on the recognition of prior learning if the integrated talent management value chain is to address workplace human capital capacity.



CONT'D

- eThekweni metro through MILE and EMI needs to review the strategic positioning of this entity beyond the borders of eThekweni, KZN, South Africa to be the strategic driver partnering with key role players including governments in giving effect to AU AGENDA 2063, 2017 WEF Report on Realizing Human Potential in the 4th Industrial Revolution, NDP goals, 2017-2022 SALGA Strategic Framework, LG Back To Basics Programme within the confines of BUILDING CAPABLE, DEVELOPMENTAL, ACCOUNTABLE AND PEOPLE-DRIVEN MUNICIPAL AGENDA.



8. CONCLUSION

- ❖ In conclusion the era the globe ushers into including South Africa especially local government requires a radical shift in local government behaviours, attitudes, culture, systems, controls, community participation, integrated talent management etc for this sphere of government to continue being constitutionally relevant.
- ❖ It is high time for municipal HR executives and practitioners to be steps ahead of the HR fraternity through intellectual theorization, emotional intelligence and innovation for the integrated talent management value creation to take its strategic centre stage.

EENKOSI!!!!

