CAREERS IN
AFRICA
TALENT AGENDA 2014
A Global Career Company Initiative

International Perspective & Regional Understanding
A blueprint of employability skills and behaviours

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Defining skills shortage

An organisational skills shortage can be defined as when the demand for a skill is greater than the supply.

The skills shortage can take either a short or a long time to be rectified, and can be due to people either not having the skills, needing the skill to be developed further, or individuals choosing not to use the skills they have

(Richardson, 2007)

African Skills Shortage Survey

- Survey sent to 30 African business professionals

- 20 completed the survey (67% response rate)

- Data was collected concerning business operations in 12 African countries
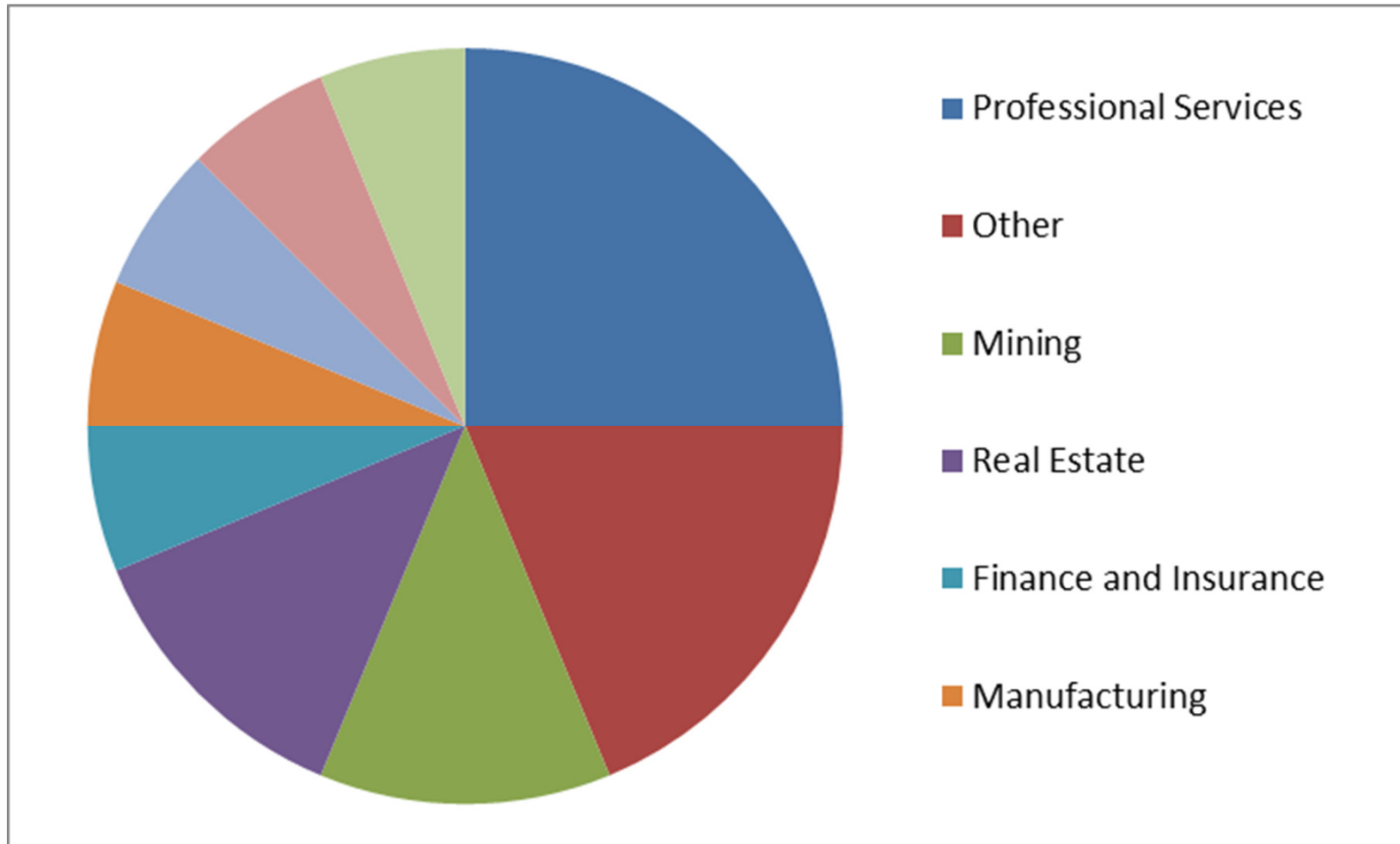
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Countries represented by survey

- Botswana
- Democratic Republic of Congo
- Kenya
- Lesotho
- Namibia
- Nigeria
- South Africa
- Sub-Saharan
- Swaziland
- Tanzania
- Zambia
- Zimbabwe

Sectors represented

- Professional Services
- Other
- Mining
- Real Estate
- Finance and Insurance
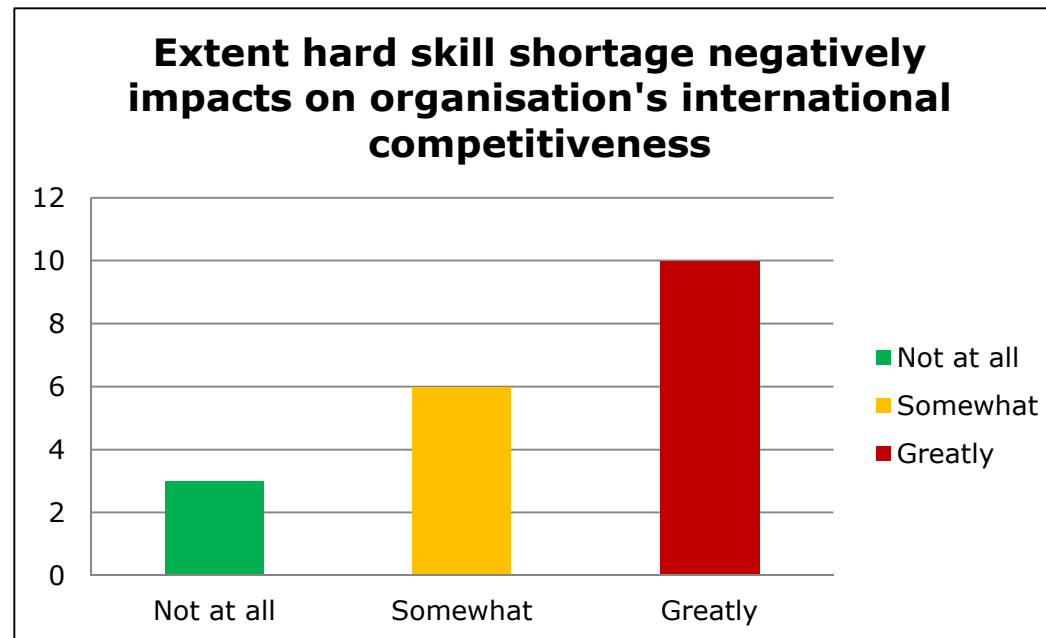- Manufacturing

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Roles of respondents

- Managing Partner/CEO
- Business Development Director
- Business Owner
- Communications Technologist
- Head of Business Support Services - Africa, Middle East
- Senior Accounts Clerk
- Business Improvement Specialist
- Senior Consultant
- Business Consultant
- Technical Project Manager
- Principle Consultant
- IT Technician
- Project Governance and Performance Manager

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Hard Skills

- 'Hard skills' can be defined as the knowledge, technical and functional skills needed within a occupation.

- These skills are generally acquired through formal education and/or accreditation.

Extent hard skill shortage negatively impacts on organisation's international competitiveness

Legend:
- Not at all (green)
- Somewhat (yellow)
- Greatly (red)

Category	Value
Not at all	3
Somewhat	6
Greatly	10

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Missing hard skills

- ## IT skills
  - Management models and application

- ## Project management

- Numeracy
  - Digital literacy
  - General management
  - HR skills
  - Literacy
  - Clinical doctors
  - Sports physicians
  - Nurses
  - Health and safety auditors
  - Legal trainers
- Leadership
- Software development
  - Engineering
  - Strategy formulation and implementation
  - People management in an African context
  - Actuarial skills
  - Operations
  - Finance

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Hard skills continued

QUALITY trade skill in the construction arena of SA is our biggest challenge relative to construction. Specific to our industry is quality welders, fitters and artisans in general.

In the other African countries more skills are required in Project Management; Business numeracy and literacy; engineering disciplines; Legal; Commercial Contract Management (Financial) and QUALITY trade skill in the construction area.

I would have to list all. The level of hard skills is reduced, with only a very small percentage mastering the skills at a diploma level.

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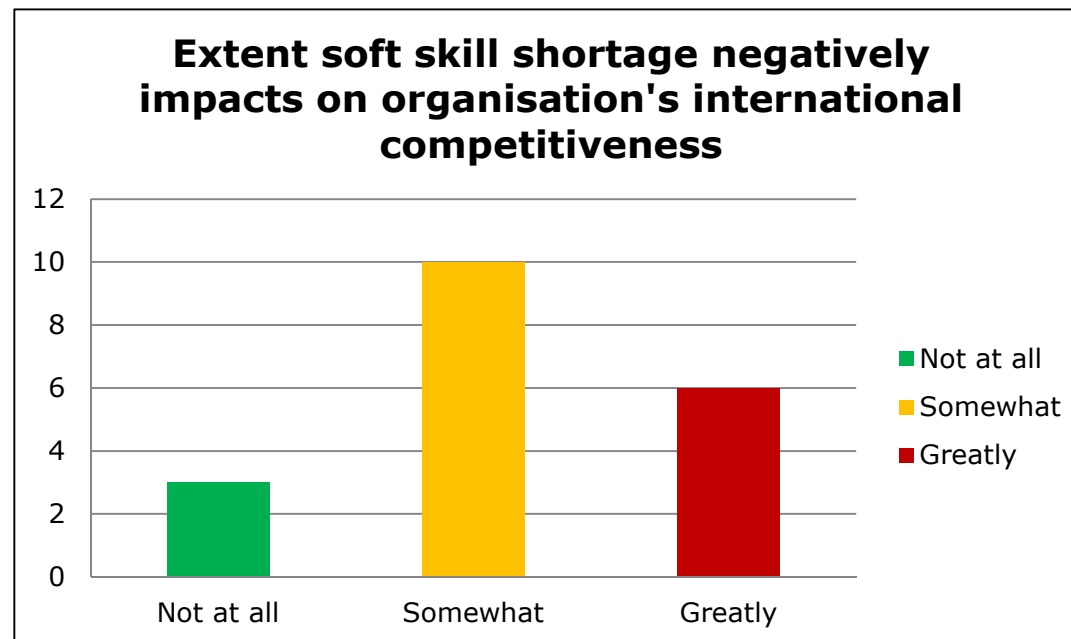
Actions to address hard skills shortage

- Pre-entry
  - Bursary and graduate development programmes
  - Providing bursaries to good students in high school to motivate them to enrol on quantitative degrees at tertiary level

- In-house
  - In house formal training and development
  - On-the-job coaching
  - Temporary skilled employees to mentor staff

- External
  - Recruiting the right person with the right skills

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Soft skills

- 'Soft skills' can be defined as those which pertain to the social, communication and self - management behaviours that influence how we interact with others.

Missing soft skills

- ## Leadership ability
  - Presentation skills
  - Understanding cultures
- ## Negotiation skills

- ## Influencing with authority & influencing without authority
  - Conflict resolution skills
- ## Communication skills

- ## Emotional intelligence

- ## Motivation
  - Change management
  - Self leadership
- ## Team working ability
  - Creativity and problem solving
  - Career progression plan

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Soft skills continued

Leadership quality tends to be missing at middle and lower levels.

Understanding of cultures and ways within management and leadership is lacking – in both directions too little knowledge about each others' corporate cultures and customs.

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Actions to address soft skills shortage
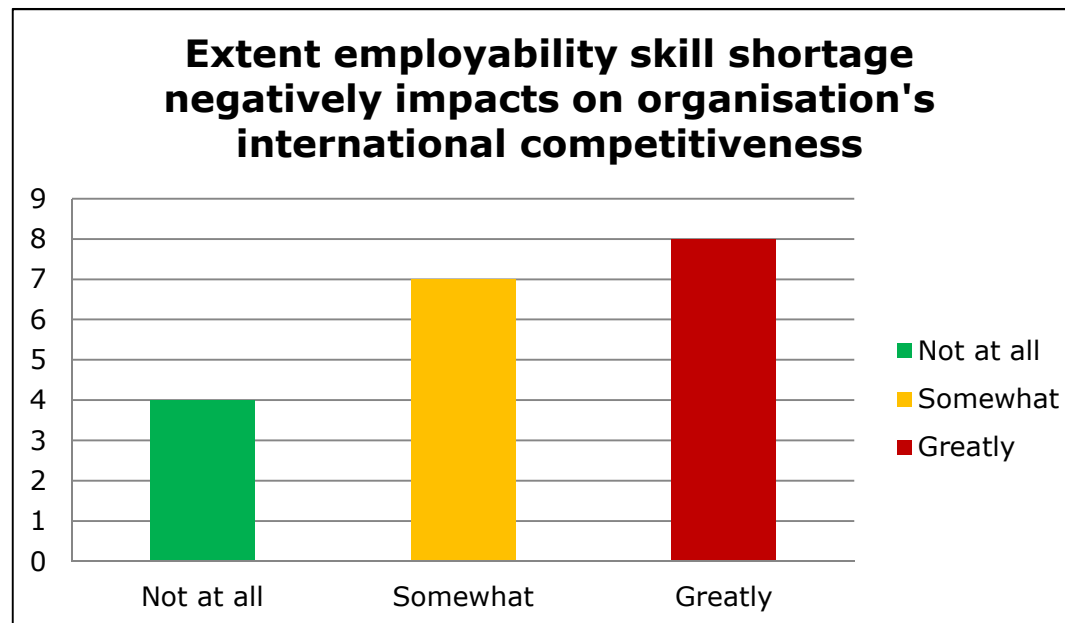
- In-house
  - Implementation of Talent Management Programme
  - Using leaders to develop others for mutual benefit
  - Succession planning
  - Internal workshops and seminars
  - On the job training
  - Coaching and mentoring
  - Holistic workplace health and wellness to develop resilience
  - Personal performance review

- External
  - Stringent recruitment and selection criteria
  - External programmes and courses

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Employability skills

- 'Employability skills' can be defined as the transferable skills an individual needs to make them 'employable'. These are the skills that employers believe equip employees to perform at the best of their ability. This includes knowledge, skills and attitudes, and how these are used and presented to the employer.

Extent employability skill shortage negatively impacts on organisation's international competitiveness

Legend:
- Not at all (green)
- Somewhat (yellow)
- Greatly (red)

Values: Not at all = 4, Somewhat = 7, Greatly = 8

Missing employability skills

- Resilience
- Working well under pressure
- Self-awareness
- Time management
- Taking initiative
- Respecting other employees
- Commercial awareness
- Adapting to circumstances
- Maturity
- Strong Work ethic
- Innovation
- Dealing with stress and fatigue
- Dealing with change
- Cultural and diversity awareness and sensitivity
- Customer – focused service delivery
- Stress management
- Generation Y attitude (I know it all)

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Employability skills continued

Often the skills are not missing, just not identified by the managers. Either due to local custom and hierarchy (don't want to be out-witted by a more junior person, male/female hierarchy, tribal/ethnic background hierarchy). Overall what is missing is a more equal level playing field for talent to shine through

Due to the nature of the Real Estate industry most of what are described as employability skills are essential to efficient and responsible work

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Actions to address missing employability skills

- In-house
  - Internal training
  - On-the-job coaching
  - Offering incentives to employees who develop the required skills
  - Internal workshops and seminars
  - One – on – one mentoring
  - Strong personal development process implementation
  - Implementation of company-wide coaching programme
  - Exposing individuals to managing in challenging environments to develop their skills and their career

- External
  - Use of external psychometric providers

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