



What global and African talent trends are likely to influence your People Agenda?



The better the question.
The better the answer.
The better the world works.

EY

Building a better
working world

Global Drivers

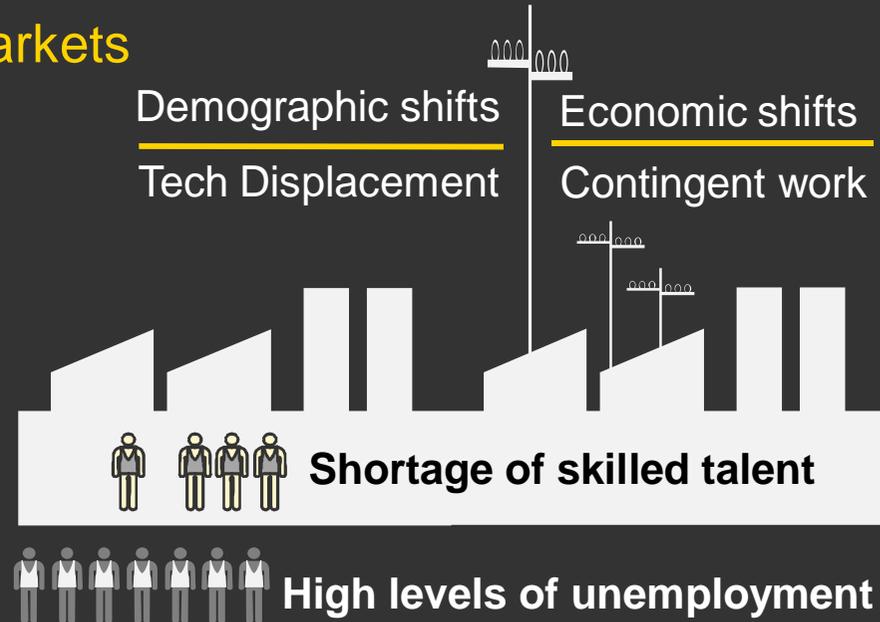
Globalization / Demographics / Employment Dynamics

Structural changes in labour markets



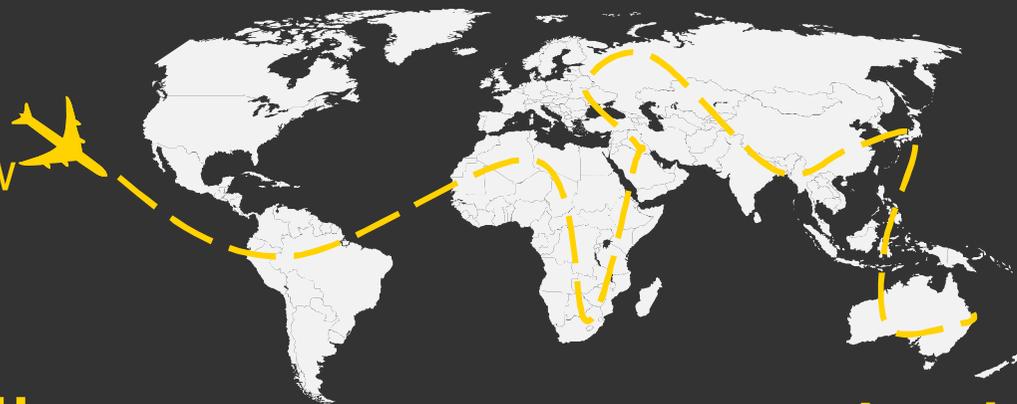
As a result of ...

...present as
a **paradox**



Talent is
moving
between low
and high
wage
markets...

...while Governments are putting up **barriers**
and being more aggressive about **tax**



More business are
entering new
markets and/or
implementing
more aggressive
global talent
sourcing

Global Drivers / African Trends

The Talent Market is more **fluid and competitive...**

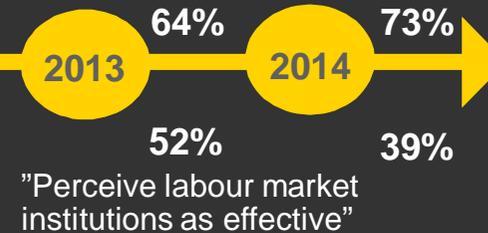
70%
...are recruiting to support growth ambitions

68%
...expect recruitment to be the same or higher in the next 12 months

37%
...indicate an increased demand for technical and professional skills



"Expect to experience more regulation in future years than we do now"



...but Labour Markets are becoming more **restrictive**

20% increase
Respondents more likely to hire employees if less regulation

...Vacancies take longer to fill but **expats** are not the answer...

50%

of respondents expect to hire fewer expats in 2015

48%

believe that government is making it more difficult to recruit expats

Expats are more expensive, have a higher turnover rate and take longer to place

And **skills transfer** capability remains **low...**

...fuelling a strong trend to source from **African diaspora and alternative African labour markets** [18%(13%) of employers – ROA / 29% (18%) Diaspora]

Thinking about the People Agenda...

Skills:

- What jobs in our business are at risk of displacement?
- Should my company be collaborating with competitors and government to grow the market or sector skills base?
- Do we need a youth employment strategy?

Employee Value Propositions:

- Does our EVP cater for multi-generational diverse employees including millennials?
- Is our organisational culture aligned to talent and mobility strategies?
- Do our leaders have a sufficiently diverse experience and are there enough women?

Mobility:

- Are my company's mobility frameworks sufficiently flexible and understood as an integral part of the broader talent management framework to fill skill gaps, complete mergers and acquisitions and offer experience for future leaders?
- Could technology and predictive analytics support compliance, select assignees and match needs?
- Should we be thinking about non-relocation mobility to deal with lagging tax, legal and regulatory rules?



Enterprise Drivers

Business Transformation / Changing world of work / Purpose Led & People Centred Leadership

- V**olatile
- U**ncertain
- C**omplex
- A**mbiguous

Work environments

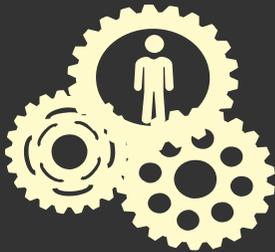
Disruption

The role of HR is more **strategic** and **entrepreneurial** in nature

Transformation Triggers:

Competitive pressure / Leadership Changes / Entering or exiting markets / M&A / Regulations / Crisis / technology etc..

New World of Work



- Workforce on demand
- Alternative work
- Machines as talent
- Artificial Intelligence
- Digital revolution

People Centred organisational priorities

-  EVP & Internal branding
-  Contextual leadership
-  Design thinking
-  Culture
-  Employee engagement
-  Soft versus functional skills

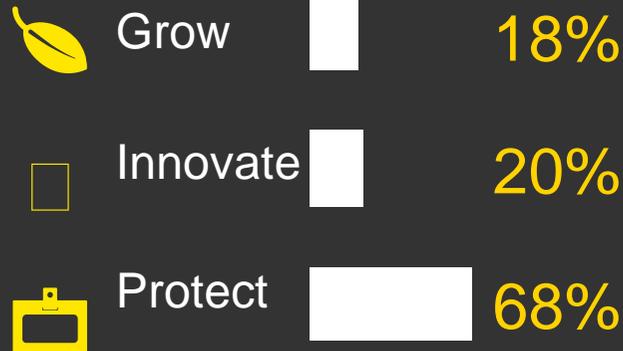
Specialist internal change management capability to drive change

Purpose driven



Enterprise Drivers / African Trends

Organisational Priorities



HR priorities reflect increased importance of core talent management processes

Aligning HR Strategy

Employee Engagement

Workforce Planning

Management/Leadership Development

HR Priorities

...but the same organisations report low management capability to deliver them

HR priorities are linked to attraction and retention drivers

- Employee brand
- Competitive fixed pay
- L&D Opportunities
- Job security
- Employee benefits

TOP 5 ATTRACTION

- L&D Opportunities
- Job security
- Employee benefits
- Managerial/leadership quality
- Recognition

TOP 5 RETENTION

- Engage employees
- Transfer technical skills
- Develop/coach talent
- Succession planning

4 Lowest Management Capabilities are all Talent Related

Thinking about the People Agenda...

Purpose Driven and People Centered Organisations:

- What more can you do to reveal, and align to, your organisational purpose?
- Do you need to review how psychometric assessment instruments and associated processes drive team and leader development?
- What qualitative analytics (e.g. engagement diagnostic) are you using?

Business Transformation:

- Are your service providers able to lead you where you need to go?
- Are you sufficiently proactive about regulatory driven change?
- Do you need an internal Change Management function?
- Are your performance based rewards and incentives aligned to strategic initiatives?

Changing World of Work:

- Are you optimising your talent segments and do you fully understand the tax, legal and regulatory compliance implications of the 'workforce on demand'?
- Are there other ways to manage performance and outcomes outside of the traditional metrics?
- Are your people culturally ready for VUCA and digital adoption?

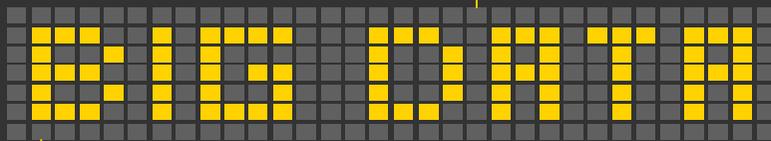


Technology Drivers

HR Tech Innovation & consolidation / Reinventing and digitising HR / Analytics

Big data and cloud solutions has reached every economic sector

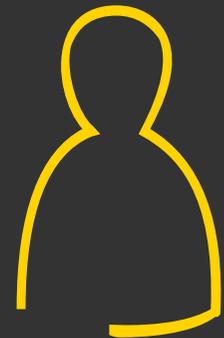
New data sources e.g. social and internal communications



Innovation and growth in the underlying technologies and platforms

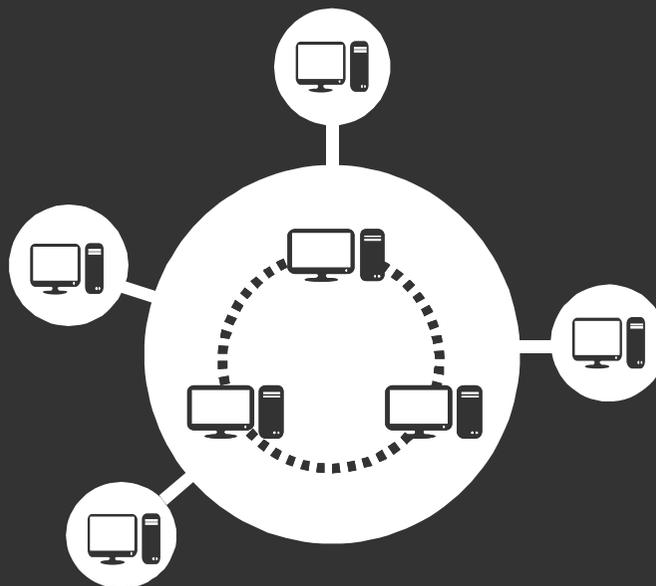
Provide deep insights in every aspect of the business

Disrupting HR – Employee consumerism, HR ROI, alternative operating models, digital collaboration and engagement, provider ecosystems, innovation



Hindsight
Insight
Foresight

The HR technology market continues to foster the entrance of **new solutions and vendors** while **consolidating functional components**



Needs shift based on - advances in analytics, new platforms (cloud), cybersecurity threats, regulatory requirements and automation opportunities.

Technology drivers - Africa

73%

...report that HR Information Systems are provided centrally



57%

...report that payroll services are centralised



43%

...report that performance management services centralised

AT THE PEAK

- Workforce analytics

ON THE RISE

- Talent science
- Workforce planning & modelling

DECLINE

- Talent Management Suites
- HR Reporting

Africa is behind on this maturity curve



IT and HR as enablers

IT and HR providing strategic input and measuring impact



Thinking about the People Agenda...

HR Technology and Innovation

- How long will your legacy system last?
- Have you aligned your HR goals and operating models with your provider ecosystem?
- Will your current HRIS provide you with a single view of your employees?
- Cloud? Cybersecurity? Artificial Intelligence?

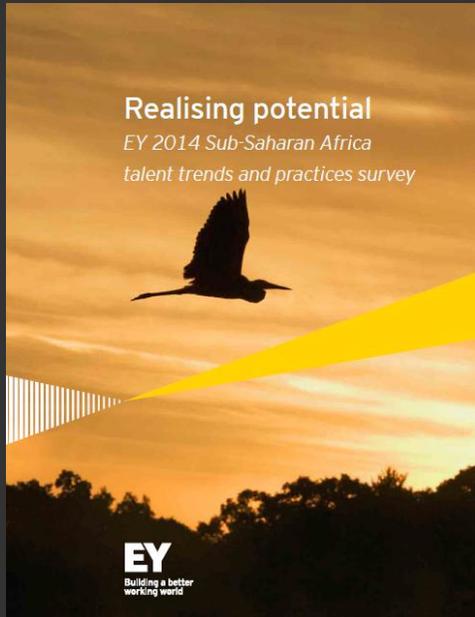
Reinventing and Digitizing HR:

- Are you meeting your employee's expectations for always on, real time, seamless self service?
- Do your HRBP's and their customers learn digitally?
- How could digital assist your employees to better connect, collaborate and engage?

The Potential of HR Analytics:

- Are you using analytics to prove HR ROI?
- Are you making sufficient use of payroll, internal communications and employee behaviours as new data sources? Can you integrate this with 3rd party data (e.g. social media)?
- Can you measure processes (e.g. business knowledge) rather than just inputs (e.g. leave days)?
- How strategic is your workforce planning?





Contact Ivor Abramowitz to be added
to our survey participation list



Ivor.Abramowitz@za.ey.com

Would you like to
contribute to the
EY Talent Trends
2016 survey
report?



The better the question.
The better the answer.
The better the world works.

