




“Positioning the Public Sector for higher productivity”

DEVELOPING THE NEXT GENERATION OF PUBLIC SERVANTS THROUGH INCLUSIVE CAREER AND TALENT MANAGEMENT

PSTF Breakaway 2

Presenter: Jay Jay Mavanyisi

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DEVELOPING THE NEXT GENERATION OF PUBLIC SERVANTS THROUGH INCLUSIVE CAREER AND TALENT MANAGEMENT

Key Issues

1. Context
2. Understanding the uneven capacity of the Public Service
3. Career Management in the Public Service
4. Career and Talent Management: Why now?
5. Is our Public Service a career of choice?
6. Interventions to promote the career of choice “vision”
7. Career Anchors in the Public Service
8. Talent Management for the next generation Public Service
9. What should we do?

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Prologue

In the past and previous PSTF conferences a vast number of speakers have discussed with the Forum the subject at hand from different approaches in order assist the Public Service in identifying skills for building a capable state

Many public servants received training and substantial amount of funds have been spent, the return on investment and the positive impact though, continued to be averagely low.


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 **CONTEXT**

The presentation takes into account the presentations presented in the previous conferences and juxtaposes with the reports from DPSA, Public Service Commission (Report 2011); P-SETA Reports and finally the National Planning Commission Report, these reports continuously reveal the low performance of the Public Service.


Inclusive Career and Talent Management refers to the situation where employees at all levels are catered for, and also where careers as well as talent management cannot be separated from each other.

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 **Understanding the uneven capacity of the Public Service**

- The transformation of the Public Service was aimed at the need to drastically erode the legacy of apartheid and change the systems that were in tandem with it.
- Conscious of apartheid though, after 20 years of freedom for all cannot continue to be underpinned to the same notion because this has a potential to always breed what the Reports reflect as serious problems.

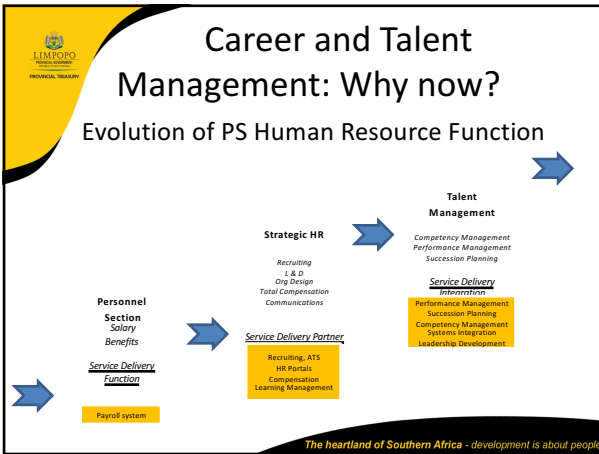
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 **Career Management in Public Service**

Definition: Career management is not a contract with government; it is an agreement with one's self and one's work. It is a process by which employees can make reasoned, appropriate decisions about their work life within public service.

- White Paper on PSTE focus on PDP's
- Senior Managers should have deep appreciation for the contributions of individuals at all levels.
- Space has been created for individuals to manage their own careers

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Is our Public Service a Career of choice?


- The DPSA has introduced a number of interventions to ease the PS environment in order to entice qualified, competent, and dedicated individuals; and to view the PS as a career of choice rather than as a last resort as it has been perceived.

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Important interventions to promote career of choice "vision"


- Revolving door policy
- Adequate funding for skills development
- Partnerships with other global players governments
- Employee health and wellness facilities
- Employee relations
- Adequate funding for all types of training and development

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 **Presence of necessary career anchors in the Public Service**

- Technical/Functional Competence anchors. Employees who want to remain within their technical/functional area
- Managerial Competence anchor. For individuals whose dominant concerns are integration of the efforts of others, accountability for total results, and the tying together of different functions in the public service

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 **anchors continue...**

Autonomy/Independence anchor. The primary concern here is freeing oneself from departmental rules and restrictions in favour of a career in which one decide when to work, on what to work, and how hard to work (flexi-time)

- Security/stability anchor. The need to remain in the same department, or the same geographical location
- Service/Dedication anchor. The primary concern here is improving the lives of others, or helping others.

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 **Talent Management for the next Generation Public Service**

Definition: Talent Management is an organization's commitment to recruit, retain, and develop the most talented and superior employees

- Drivers for Talent Management
- Ownership of Talent Management
- The Role of HR
- Employee Engagement and its Relationship to Talent Management

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- Principles of Talent Management Agenda**
- Expectations regarding the differentiation of talent
 - The role of the line leaders in the development of people
 - Philosophy regarding the movement of people across government and functions
 - The role of diversity in staffing strategy
 - Beliefs about hiring for potential versus hiring for position
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- Seven Keys to effective Talent Management**
- Develop an integrated, proactive talent management (View "employer of choice") status as an outcome of coherent government culture rather than ad-hoc programs
 - Balance grassroots involvement in talent attraction and retention with management accountability
 - Know the government service delivery environment and plans
 - Know what factors contribute to difficulties in attraction and retention
 - Keep various retention factors in balance (focusing on nonfinancial motivators)
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 talent management continue...


- Track turnover
- Project the government and its policies to current employees as vigorously as to the outside talent pool

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 Challenges of career and Talent Management in the Public Service


- In most instances PMDS misalignment
- Absence of progressive Talent Management
- Retention Policies are not clear
- Public Service Organized Labour (Unions) partnership
- Lack of integrated Career Planning and Talent Management
- Politics get in the way
- Not enough support
- Focus on today
- Can't keep pace

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 challenges continue...


- Just more red-tape
- Communication or lack thereof

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 **WHAT SHOULD WE DO?**
Pre-service Training can assist in career management


- Retention Strategy as integral to service delivery continuity
- State value system need to be promoted
- Promotion as is understood through decades should be applied
- Meritocracy can promote retention and create the required stability in the PS
- Inculcation of culture of meritocracy

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 **Continue...**


- Offer extensive exposure to those who have clear career paths and plans
- Employment practices
- Put succession management system in place focussing on identified talent and skills scarce emphasizing position fit above general skill development.
- Communicate effectively the service delivery strategy to employees and the roles they play

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 **EPILOGUE**

In closing, to sustain outstanding service delivery results in accordance with the objectives of the NDP, we need to rethink and reinvent our approaches to talent management

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“Discoveries are often made by not following instructions, by going off the main road, by trying the untried.”
Frank Tyger

MERCI BEAUCOUP!

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