



## SANEA Energy Rendezvous

22 August 2017, Johannesburg

### “Energising Talent”

The South African Energy Sector is one of the largest primary and secondary employers in South Africa, requiring a large amount of technically skilled employees across a variety of functions. Tertiary institutions are failing to produce graduates of a sufficient quantity and often quality, resulting in intense competition for qualified and experienced employees. In addition, skilled and experienced workers often leave for better-paying jobs abroad. Frequently we hear that “there is not enough talent with adequate knowledge, skills and experience to service the needs of the sector.”

The panel discussed whether there is in fact a shortage of talent in the sector and what can be done to address the situation. Are there any short-term fixes that can be applied or is a longer term programme necessary? Is this the responsibility of the state, or academic institutions or should the private sector be leading the drive to increase the talent pool?

### Discussion Leaders

Andrew Johnson	Aurecon
Helena Hofmeyr	Sasol
Ken Robinson	Accenture

### Moderator

Wendy Poulton	Eskom Holdings
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## 1. Key Issues Raised

### 1.1. Talent management

- 1.1.1. Are there enough graduates to do the work?
- 1.1.2. How can we attract more graduates into the sector?
- 1.1.3. How can we retain skilled graduates in the sector?
- 1.1.4. Are we doing enough to develop the skills?
- 1.1.5. Is government doing enough to ensure the influx and retention of skilled graduates?
- 1.1.6. How can the private sector reduce time and costs in training graduates?

### 1.2. Changes in the sector

- 1.2.1. How can we meet the needs of the future energy sector?
- 1.2.2. Are inter-organisational exchanges and intra-company transfers the means of gaining practical experience?
- 1.2.3. Increasing automation and digitisation is changing the nature of work.

### 1.3. Transformation and diversity

- 1.3.1. Aging workforce.
- 1.3.2. Gender and racial diversity.

### 1.4. Job creation

- 1.4.1. Concerns about lack of entry level jobs for graduates.
- 1.4.2. Concerns about lack of training available to entry level graduates.

## 2. Solutions

- 2.1. Encourage mentorship in the industry.
- 2.2. Talent management needs to meet the needs of the individual and align with company needs.
- 2.3. Encourage individuals to drive their own careers, to network and gain the necessary experience.
- 2.4. People need to be learning agile – to fill buckets of experience and adapt to changing circumstances.
- 2.5. An energised workforce is required. Energised workers were defined as innovative, responsive, cooperative, effective, motivated, adaptable, efficient and opinionated.

Management needs to ensure that KPIs, workflows and processes enable energised behaviour in the workplace.

- 2.6. Career days and corporates visiting campuses helps attract youngsters into science, technology, engineering and mathematics.
- 2.7. Lateral career moves to fill buckets of experience increase competence as it gives individuals a broader set of skills and experience. This can be linked to compensation. Career development should be seen as a lattice rather than a ladder.
- 2.8. Put succession plans in place and, most importantly, monitor their implementation.
- 2.9. Offer experience through learnerships. These can include matriculants, under graduates and post graduates.
- 2.10. Industry, government and educational institutions need to collaborate and develop curriculums together so that graduates are more “job-ready”. Smaller companies don’t have capacity to spend a lot of time and money in bringing them up to speed.
- 2.11. Non-technical skillsets need to be included in engineering degrees, such as business skills, human resources skills and communication skills.
- 2.12. Responding to the current engineering environment also requires upskilling of the workforce. This includes providing training to address the digitalisation of many sectors.
- 2.13. Remote locations need to be made more attractive to encourage employees to relocate. This can be achieved by ensuring good schools, leisure activities and sufficient shopping centres.
- 2.14. The Energy Sector is very complex and provides many challenges and opportunities for exciting careers. This only becomes apparent once a person is immersed in the sector. We need to find ways to sell the sector better.

### **3. Parting thoughts**

- 3.1. The industry is responding to change in the energy environment. Graduates must join associations and attend meetings to network and find opportunities.
- 3.2. Graduates must make the investment of time and money in their own careers and not rely on their employer to provide resources for personal development.