



The Impact of the Digital Era on Employment Relations

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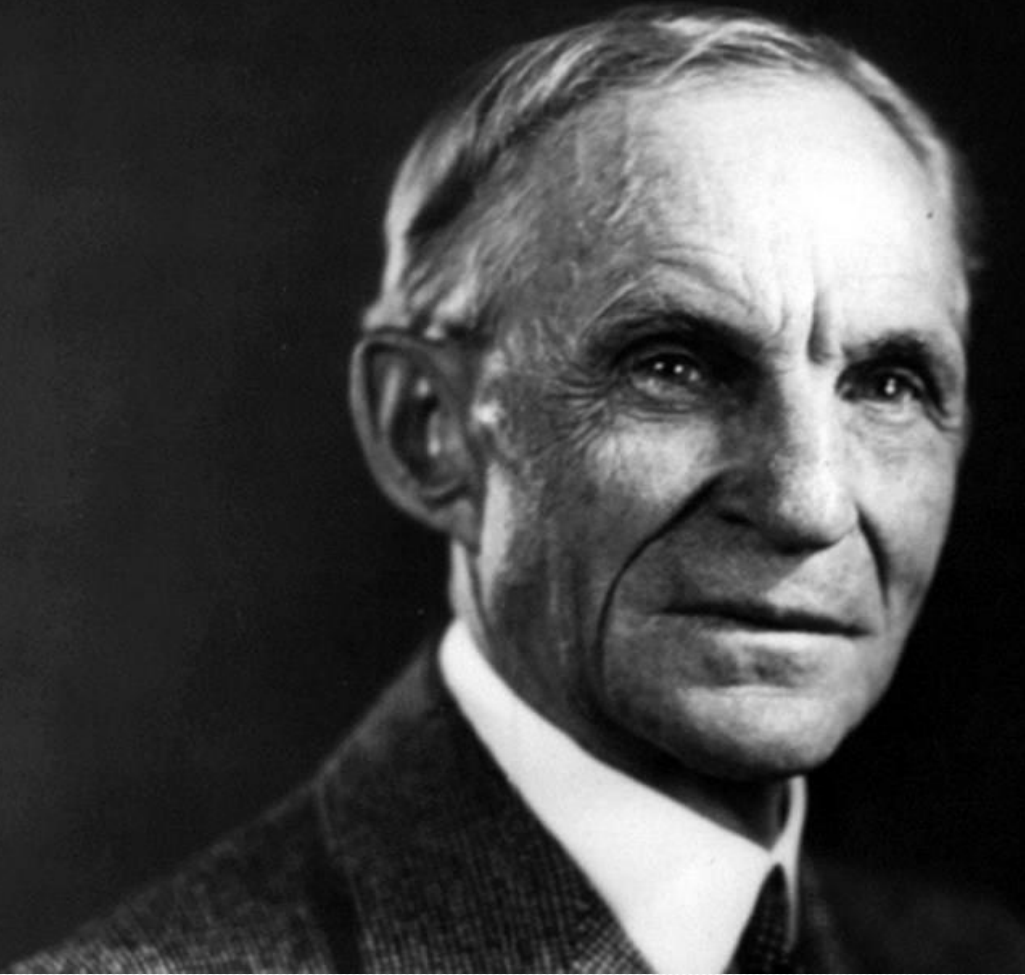
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“If I had asked people
what they wanted,
they would have said
faster horses.”

—Henry Ford



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- ❑ Digitization VS Digitalization/ Digital Transformation
- ❑ Impact of Digital Transformation
- ❑ Global Trend sin Digital Government
- ❑ Competencies required for a digitally transformed public service
- ❑ Re-engineered processes for effective service delivery
- ❑ Government Technology trends
- ❑ Digital Transformation more than technology
- ❑ Code of Good practice: Who is an employee?
- ❑ Conclusion



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Digitization VS Digital Transformation

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- ❑ **Digitization:** The process of information creation moving from analog to digital, and the automation of existing processes;
- ❑ **Digitalization/ Digital Transformation:** The process of becoming a digital institution through transformation of business processes.
- ❑ **Digital Government:** refers to government designed and operated to take advantage of digital data in optimizing, transforming and creating new government services. (Gartner: July, 2017). Digital government creates new organizational and process designs that not only connect people and government, but also connect people and government with things to meet individual needs and improve government efficiency.
- ❑ **Dominant technologies:** 3D printing, Artificial Intelligence, Cloud Based Computing, Robots, Block chain, Augmented Reality, Drones, 5G – IoT, etc.
- ❑ Presidential Commission on Digital Industrial Revolution (**infrastructure and resources; research, technology and innovation; economic and social impact; human capital and the future of work; industrialization and commercialization** as well as the **policy and legislation** work streams;
- ❑ Digital dexterity : ability and desire to exploit existing and emerging technologies for better business/ service delivery outcomes. (Gartner 2018)
- ❑ Digital ambition: Transformation VS Optimization
- ❑ Digitalization, globalization and culture change are all drivers of the future of work.



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Impact of Digital Transformation

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- ❑ Also referred - Fourth Industrial Revolution (4IR) is defined as the confluence of technologies, including new technologies in fields like artificial intelligence, robotics, 3D printing, Internet of Things (IoT), nanotechnology, big data, etc. as well as between physical (including humans) and cyber worlds;
- ❑ Characterized by:
 - i. Technological innovation that drives the transformation of work, economy and society;
 - ii. Change/ transformation of business processes and introduction of new processes/ services/ products;
 - iii. Contradictions i.e Transparency VS Privacy;
 - iv. Technological innovation that destroys/transforms old industries, business models, jobs and economic values but also account for the emergence of new jobs, industries, etc (**Digital disruption**);
 - v. Displacement of manual and routine jobs through the use of process automation (RPA) but also creation of new jobs;
 - vi. Technological advances that re-define customer expectation and create new values and behavior. Personal level – flexibility (irrespective of time and location), agility, democracy (public participation), influence, urgency (instant gratification), outside-in approach;
 - vii. Culture change, Deskillling and re-skilling;
 - viii. Assistive systems/ devices that can compensate for physical or sensory impairment;



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Impact of Digital Transformation – *Cont.*

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- vi. The need for an outside-in approach in the delivery of goods and services by organizations (understand the citizen);
- vii. Collected, stored and analyzed data is the **new raw material** for the digital economy as well as the **conversation starter**;
- viii. The need to embrace Culture change

- ❑ **Digital government** refers to government designed and operated to take advantage of digital data in optimizing, transforming and creating new government services;
- ❑ Digital Government creates new organizational and process designs that not only connect people and government, but also connect people and government with things to meet individual needs and improve government efficiency;
- ❑ The **1st Industrial Revolution** spanned 1760 to 1840, epitomized by the **steam engine** (locomotives, ships, etc).
- ❑ The **2nd Industrial Revolution** started in the late 19th century epitomized by **mass production** (industrialization, machine).
- ❑ The **3rd Industrial Revolution** began in the 1960s epitomized by **mainframe computing and semi-conductors**.



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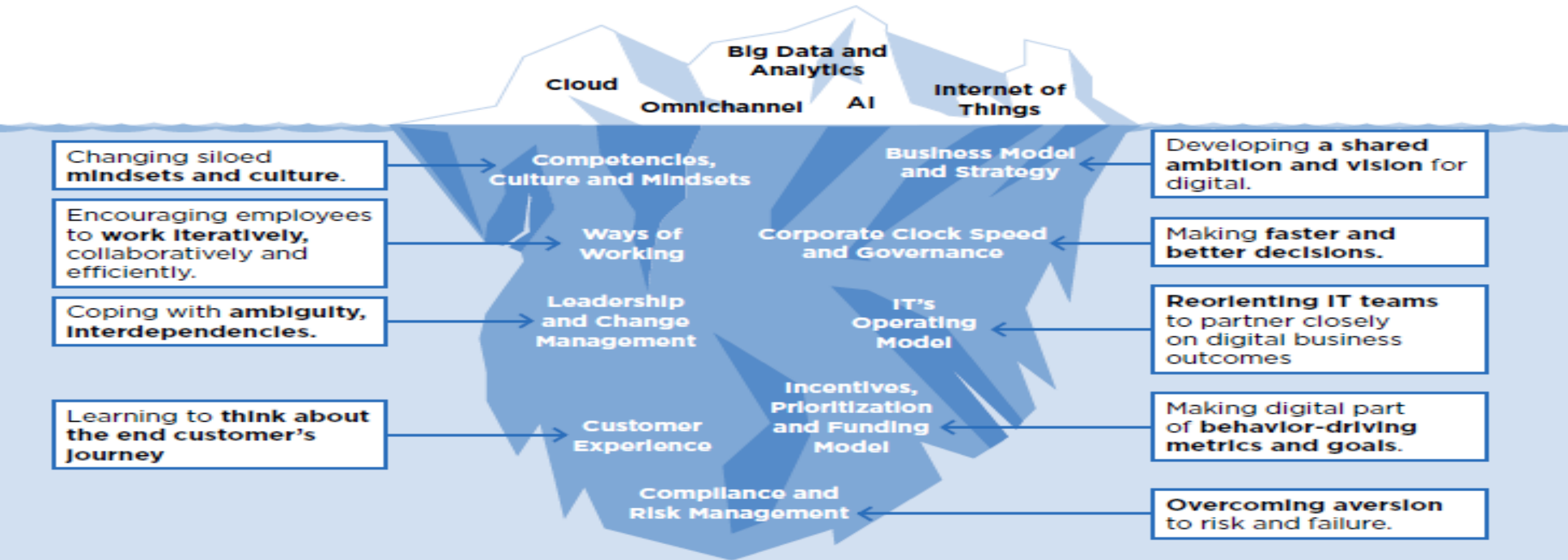
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Digital Transformation is more than technology

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Source: CEB analysis.



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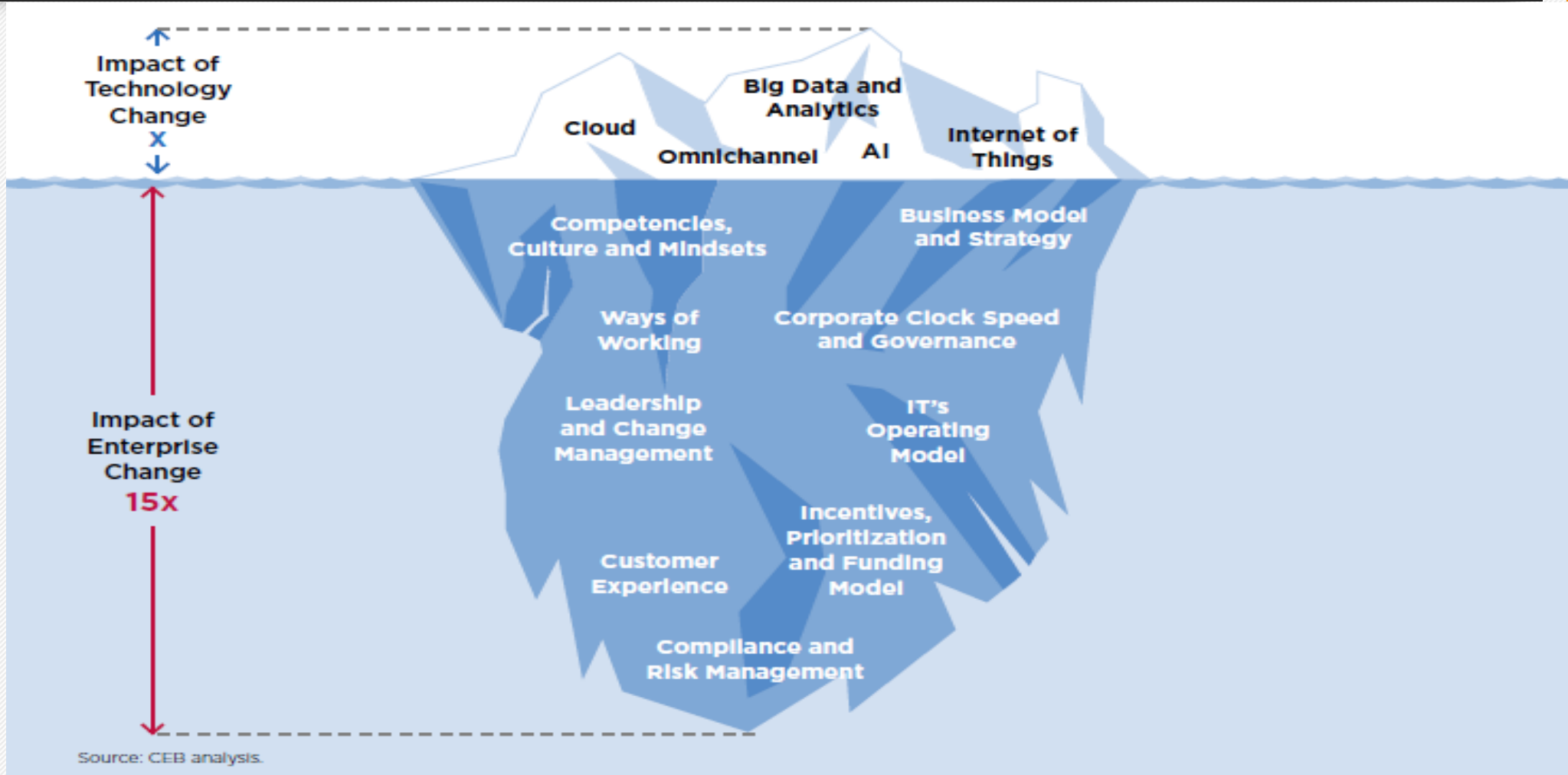
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Optimization and Transformation

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Global trends on Digital Government (Business)

Evolving Civil Service

- Redefining how work gets done and who does it.

Citizen Experience Management

- Focusing on customer satisfaction and business outcomes.

Data-Driven Workforce

- Bringing decision-making to frontline employees.

Frictionless Transactions

- Implementing automated and autonomous business processes.

Multijurisdictional Consortia

- Sharing business services to increase buying power and lower costs.

Institutional Agility

- Repositioning people, process, data and technology to adapt quickly.

Partner Ecosystems

- Extending business processes to a network of private and non-profits.

Community Resilience

- Supporting quick recovery from natural or human caused disruptions.

Digital Leadership

- Enhancing governance with engaged technology-literate executives.

Sustainable Cybersecurity

- Establishing stable funding sources to secure government data sets.



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Competencies required for a digitally transformed public service

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1. Knowledge about ICT

- > Basic Information Technology knowledge
- > Ability to use and interact with computers and smart machines like robots, tablets etc.
- > Understanding machine to machine communication, IT security & data protection



2. Ability to work with data

- > Ability to process and analyze data and information obtained from machines
- > Understanding visual data output & making decisions
- > Basic statistical knowledge



3. Technical know-how

- > Inter-disciplinary & generic knowledge about technology
- > Specialized knowledge about manufacturing activities and processes in place
- > Technical know-how of machines to carry out maintenance related activities



4. Personal Skills

- > Adaptability & ability to change
- > Decision making
- > Working in team
- > Communication skills
- > Mindset change for lifelong learning

 **More Focus**  **Less Focus**



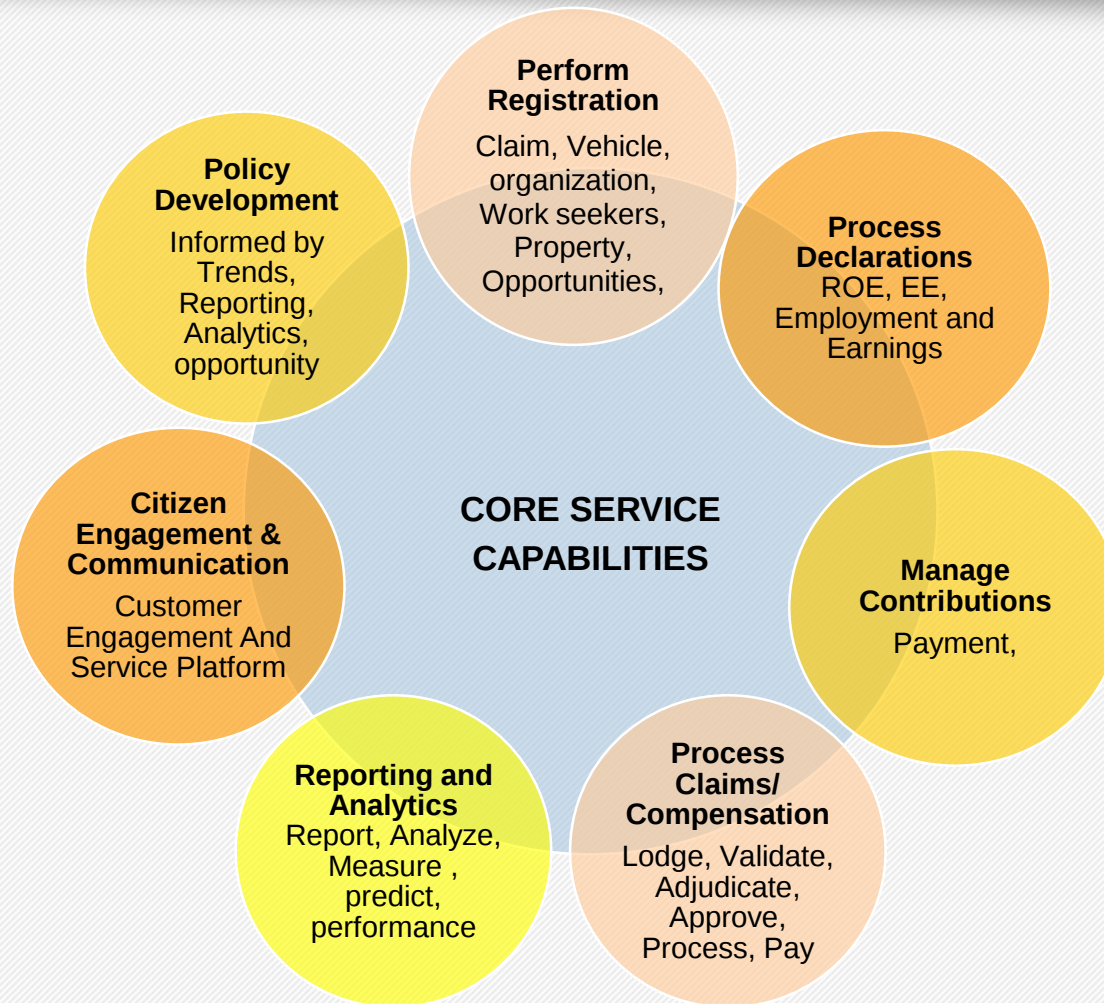
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Government Technology Trends

Digital Workplace

- Boosting employee productivity through “consumerised” work environment.

Multichannel Citizen Engagement

- Redesigning services with marketing tools and new outreach practices.

Open Any Data

- Open by default policies for internal and external publishing of data.

Citizen eID

- Citizens securely access and interact with government via any channel.

Analytics Everywhere

- Embedded applications for responsive organizational performance.

Smart Machines

- Incorporating cognitive computing, machine learning, smart devices, autonomics and virtual robotics/ assistants into workflows.

Internet of Things

- The network of physical objects that interact with multiple environments.

Digital Government Platforms

- Applies SOA design patterns to the provision and use of enterprise services across multiple domains, systems and processes.

Software-Defined Architecture

- Open API make applications and infrastructure fully configurable, dynamic.

Risk-Based Security

- Continuous security evaluation as threats change and technologies evolve.



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Code of Good practice: Who is an employee?

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- ☐ Regulated relationship between the employer and employee – certainty in the relations and provide for guarantees.
- ☐ The manner in which the person works is subject to the control or direction of another person; i.e **work space, management presentism VS productivity**
- ☐ The person's hours of work are subject to the control or direction of another person; i.e **Gig Economy – performance based – part-time employees**
- **implications for benefits;**
- ☐ In the case of a person who works for an organization, that person forms part of that organization; i.e **Platform workers/ employees**
- ☐ The person has worked for that other person for an average of at least 40 hours per month over the last three months; i.e **Contracts which embrace zero hours**
- ☐ The person is economically dependent on the other person for whom s/he works or renders services;
- ☐ The person is provided with the tools of trade or work equipment by the other person; i.e **Bring your own device**
- ☐ The person only works for or renders services to one person; i.e Freelancing/ selling the same service to more than one employer



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Conclusion ???

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- ❑ Disruption is the ultimate impact
- ❑ Policies/ interventions needed -???
- ❑ Digital Transformation is a journey than an event;
- ❑ Important for the Public Service to decide the specific areas it wants to disrupt before fully embarking digitally transforming the PS;



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Dankie / Thank you / Ngiyathokoza
Enkosi / Ngiyabonga / Ke a leboga
Ke a leboha / Ndi a livhuwa
Ndza khensa



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