PSF

Career Awareness Strategy

Awareness, Access, Articulation, Navigation, Engagement, Linkages

www.dermotgrazebrook.com

blueprint 3.0

"A good hockey player plays where the puck is. A great hockey player plays where the puck is going to be."
- Wayne Gretzky

"Our task is to read things that are not yet on the page."
- Steve Jobs

Contents:

1. Introduction
   - 1.1 Executive Summary
   - 1.2 Introduction: “Good Strategy”
   - 1.3 Introduction: What is Career Awareness?
   - 1.4 Stakeholder Engagement & Consultation
2. Diagnosis: The Landscape
   - 2.1 Diagnosis: The Landscape - 1
   - 2.2 Diagnosis: The Landscape - 2
   - 2.3 Diagnosis: Scale!
     - 2.3.1 Scale: Info / Data / Content
     - 2.3.2 Scale: End-User & Tripartate Symbiosis
     - 2.3.3 Scale: The Life-Cycle of a Person’s Economic Decisions
     - 2.3.4 Scale: Communications
3. Guiding Policy: 1. End Users; 2 Linkages; 3 (De)Centralized
4. Actions: A Set of Coherent Actions (short, medium, long term)
5. Resources + “Partner” Case Study
6. Recommendations
7. Bibliography & Further Reading

1.1 Executive Summary:



Good Strategy:

Given the scale and complexity of coordinating and delivering career awareness content and services with the finite resources available, provincially and nationally, a good strategy is essential. In summary, the elements of good strategy are:

- *Diagnosis:* Define the nature of the challenge, in a manner that simplifies the complexity to the critical aspects of the circumstance.
- *Guiding Policy:* Provide a clear guiding policy, which defines a method of grappling with the obstacles by channelling action in certain directions and ruling out a vast array of possible other actions.
- *A Set of Coherent Actions:* Provide a set of coherent actions, which are the interrelated steps that coordinated with one another are designed to carry out the guiding policy.

Implementing a Provincial career awareness strategy requires aligning many 'moving parts'. It requires an investment in resources and time in order to deliver meaningful and sustainable results. As a result, this Strategy proposes to take a three year outlook (2013-2016) and accommodating macro trends accordingly to avoid being obsolete before completion: "A great hockey player plays where the puck is going to be." (Wayne Gretzky)

What is Career Awareness?:

There are many terms used relating to career awareness: *career guidance, career counselling, career development, continuous professional development,* amongst others. For the purposes of this Strategy document and brevity, 'career awareness' is used to cover all variations and nuances in terminology.
For the purpose of this strategy framework, we'll presume career awareness to be a life-long need and that it touches every aspect of the Provincial socio-economic ecosystem.

Diagnosis: The Landscape

Traditionally, career awareness is the domain of the education sector, both school and tertiary institutions. After that, it's …lacking and patchy, at best.
What information there is available mostly lies in the supply-chain, at educational institutions and the SETAs, but there is a disconnect between the supply-chain's information and employer's needs. This is the challenge of 'articulation'.

Due to career awareness traditionally being the domain of the education sector, most career awareness initiatives have a supply-chain bias and reflects all the weaknesses inherent in the supply-chain.

In short, there is a lack of holistic and coherent career awareness information. And, what is out there, is fragmented and hard to access or navigate. It tends to be job orientated, less so career orientated. Furthermore, what is out there often fails to be in a format or medium or style that engages the intended audience.

Diagnosis: Scale!

The scale of the elements involved in career awareness is probably the most daunting and complex challenge of such a project (see section 2.3). The scale of data, content and services. The scale of the stakeholders and end-users, across the breadth of the labour market, the supply-chain (including the education sector), multiple industries and companies. And the scale of a communication strategy and its' implementation, that factor in all these considerations.

Guiding Policy:

The end-users are the concern of this Strategy. The primary end-users are individuals entering or in the labour market (including those still in formal education). The results of executing this Strategy should deliver very real benefits to these individuals through facilitating access points to info' and opportunities. In the short to medium term, the priority will be 14 to 26 years old youth, after which it'll will work to encompass broader demographics. However work done for the benefit of 14 to 26 year olds will benefit all other age categories.
For the purpose of this strategy, the private sector and the supply-chain are also end-users. So the career awareness strategy must speak to their needs too. In the short to medium term, while appealing to a broad church, the focus will be on the Province's identified priority growth sectors, as well as working with the Province's SETAs and the public FETs.

The project is to focus on demand-led and end-user needs. National policy and the PSF e-learning platform is focussing on the supply-chain, especially in the formal education sector. The work of this Strategy will align with those projects, through augmenting and supporting the work of education sector facilitators'. This Strategy does not seek to provide the solution through the education sector as the primary channel of change. Quick wins through transforming the education sector are not likely, so rather this Strategy seeks to 'go around' this challenge - while providing additional tools and resources much needed by the education this sector, if they choose to use them.

Due to the challenges of scale (see section 2.3), a fully centralized career awareness intervention is unmanageable and unrealistic, therefore leveraging the linkages of existing organizations and interventions is the primary principle of this Strategy. This requires a constant analysis of balancing centralized and decentralized approaches to the work of executing this strategy. As a result, broad stakeholder engagement and participation is a central strategic principle. Also, we'll explore ways to leverage sources of advantage, such as digital media and mega-platforms to enable maximum reach and results from the finite resources available to us.

Set of Coherent Actions:

A central failing of the traditional career awareness model is articulation of the broad range of opportunities that exist across the economy. The private sector itself doesn't really have a clear map of these, nor do the SETAS (due to the 'inconsistent connection' between them and private sector), so how can we expect the supply-chain (especially in the education sector) to be able to articulate this immense amount of complex and diverse range of information. This can be addressed by developing a multi-sector *Career Path & Skills Map*, with the participation of private sector employers & industry bodies.

The work of collating a coherent cross-sector *Career Path & Skills Map* falls outside anyone's mandate, so the PSF is best placed to conduct this work. It would be a multi-sector career map that navigates the horizontal, vertical, and diagonal career paths, overlaid with the necessary skills and competencies and qualifications, and further overlaid with supply-chain info' and services. This *Career Path & Skills Map* would help articulate career paths and opportunities, while enabling end-users to navigate and explore options and opportunities, as well as guide them to the step-by-step routes to get there.

Partnering existing mega-platforms and institutions is recommended to leverage their resources and infrastructure for gathering and disseminating career awareness content, services and data. These platforms can provide us with the data we need in career awareness and skills development. This avoids the need for the PSF/PGWC to makes high-risk and high-costs investments in building and managing BIG DATA systems, which –in all likelihood- will fail to deliver the intended results. This takes a "decentralized" approach to platforms.
A 'centralised' multi-sector and multi-media marketing campaign is recommended to raise awareness of access points, resources and content pertaining to career awareness. This will be directed at the consumer market through mainstream media channels. Also, a communications and marketing strategy/business plan should be developed for proper coordinated execution of ongoing communications.

Resources:

Refer to '*Recommendations'* (section 6). Basically, a mix of contracted and voluntary resources to leverage the linkages approach central to the strategy.

Partner Case Study:

Leveraging linkages means partnering with stakeholders that have existing platforms and infrastructure and audiences/members. Working with mega-platforms mean that a finite number of partnerships enable us to have maximum reach, with minimal investment and risk for the PSF/PGWC. They are strategic pivot points that act as sources of advantage for this project.
Career Junction (www.junction.co.za) is one such potential partner. A digital job-portal based in the W Cape but with a national reach. They have:

- 2.8+ million registered labour market candidates (both employed and unemployed), with 40,000+ more registering every month;
- 2,500+ recruiters representing over 1,000+ registered companies across 36 sectors;
- 24,000+ unique open job vacancies per month.
- CJ Index: a monthly BIG data analytics report on the jobs and labour market.

Recommendations: These form the following:

1. *PSF Strategy/Project Oversight & Governance* – the PSF Career Awareness Work Group acts as the main Steerco on a monthly basis, with quarterly higher-level oversight by the broader PSF.

2. *Contracted Project Manager* – to act as the architect, coordinator, stakeholder engager, and reporting functions. A lean resource, that uses sub-contractors, as well voluntary resources.

3. *Institutionalising the IP*: *Strategy, Project Plans & Research* – given the scale and importance of this project, as well as a need for some investment in resources, some further work is required around the implementation road-map to ensure that the right interventions and providers and partners are invested in.

4. *The Career Awareness Initiative is a Demand Led-Project* – if we are to have stakeholder participation and sustainability, then it needs to speak to the needs of the labour market and to industry. These are not always one and the same as the needs of the public sector supply-chain, especially that of the formal education sector and (to a lesser extent) the SETAs. We need to properly incentivize and motivate for the participation of all stakeholders.

5. *National (align) V Provincial (augment)* – align with National policy and resources, particularly on the public supply-chain interventions, but look to fill the many gaps through end-user career interventions at a Provincial level. This Strategy doesn't believe that 'quick wins' within the education system is within the PSF influence, so we propose to 'go around' direct interventions in the education sector while providing tools and resources that support its'educators. Digital media is an important component of this.

6. *Centralized V Decentralized* – constantly assess where the execution of career awareness and this Strategy are best served by a centralized versus a decentralized approach, due to considerations of risk of investment or end-user uptake. A key strategic outcome of this is the priority of content over platform (refer to 2.3.4), as well as facilitating end-user generated career awareness content.

7. *Digital v Non-Digital* – align to macro trends towards digital lifestyle penetration, while acknowledging in the short to medium term that any digital implementation needs to support and augment an ongoing 'analogue' career awareness delivery system.

1.2 Introduction: “Good Strategy”

“Good Strategy”

(Richard Rumelt, *Good Strategy / Bad Strategy)*

1. **Diagnosis:**
   - Defines or explains the nature of the challenge.
   - A good diagnosis simplifies the often overwhelming complexity of reality by identifying certain aspects of the situation as critical.

2. **Guiding Policy:**
   - This is the overall approach chosen to cope with or overcome the obstacles identified in the diagnosis.
   - It is “guiding” because it channels action in certain directions without defining exactly what shall be done.
   - Good guiding policies define a method of grappling with the situation and by ruling out a vast array of possible actions.
   - A good guiding policy tackles the obstacles identified in the diagnosis by creating or drawing upon sources of advantages. Indeed, the heart of the matter in strategy is usually “advantage”. Strategic advantage multiplies the effectiveness of resources and / or actions.
   - A guiding policy creates “advantage” by anticipating the actions & reactions of others, by reducing the complexity & ambiguity in the situation, by exploiting the leverage inherent concentrating effort on a pivotal or decisive aspect of the situation and by creating policies & actions that are coherent:
     each building on the other rather than cancelling one another out.

3. **Set of Coherent Actions:**
   - These are designed to carry out the guiding policy.
   - They are the steps that coordinated with one another work together in accomplishing the guiding policy. A raft of interrelated mutually supporting policies.
   - The necessity for action should sharpen the choices of strategic priorities. (Refer to “Guiding Policy”)
   - “Without action, the world would still be an idea.” Gerald G.F. Dorïot

1.3 Introduction: What is Career Awareness? - Terminology & Definitions

1. **Definitions & Jargon - "It's all career awareness to me":**
   - Career Awareness, Career Guidance, Continuous Professional Development
   - Qualifications, Skills, Competencies, Expertise
   - Jobs, Careers
   - Industries, Sectors, Professions
   - Application & Assessment

   - **Supply-Chain:**

   Any public or private provider of qualifications, skills, or career awareness info & guidance.
   Used interchangeably with "formal education sector" in this document.

   - Public Policy Terminology & Policy Structures

   V

   - End-User: their context, their needs & jargon-free everyday-speak

2. **Limits & Scope?:**

   - Education (Schools & tertiary) V Life-Long (Every sphere of the socio-economic ecosystem)

   - If Career Awareness is "Life-Long", then what is the role & scope of the education sector / institutions?
     And what are their limitations?
     How do they fit into the bigger picture?

3. **Priorities & Agreement:**
   - End Results / Goals? - What are we trying to achive?
   - **Scope:**
     - Life-Long?
     - Priority Sectors - growth & job creators?
     - Critical & Scarce Skills - youth unemployment? - supply's capacity?
     - Demographics - Who, Where, Why, What, How?
     - Short, Medium & Long-Term?
   - **Resources:**
     - What, How, When, Who?
     - Voluntary V Paid?
     - Budget?
     - Partners? - Private + Public
     - Channel of Communication?
     - Content?
     - Sustainability?

There are many terms used relating to **career awareness**: *career guidance, career counselling, career development, continuous professional development*, amongst others. For the purposes of this strategy document and brevity, '*career awareness*' is used to cover all variations and nuances in terminology.

Traditionally, career awareness is the domain of the education sector, both school and tertiary institutions. After that, it's a bit…sparse and sporadic, in terms of content and services.

At the very point most people need career awareness services it's not easy to access, namely once they leave education and enter the labour market.

There are many sources of information for job-hunting for a new entrant to the labour market (newspapers, recruitment agencies, job portals, social media, etc), but little coherent and accessible information around career opportunities and the paths to pursue a career. And what if someone loses their job? Especially in a sector or skills set that's become structurally redundant.

Due to above considerations, for the purpose of this Strategy Framework, we'll presume career awareness to be a **life-long** need. And it touches every aspect of the **socio-economic ecosystem**.

Given this life-long and broad-economic scope, we need to agree our strategic **goals** and **priorities**, then drill down into how we'll execute a **coherent set of actions** to deliver on our short, medium, and long-term goals. We need to prioritize. And then decide how we allocate resources for executing this Strategy Framework, while building sustainability into Provincial career awareness interventions. Also, what are the limitations of this project and what we can't change? What are the limits to how career awareness can assist skills development in the labour market and impact youth unemployment?

1.4 Stakeholder Engagement & Consultation:

• **Supply-Chain (Public & Private):**

- PSF Career Awareness Work Group
- DEDAT, PGWC
- SAQA
- False Bay College
- The dti
- City of Cape Town
- Cape Learning Initiative
- FET Coordinator WC
- SETA Cluster Coordinator WC
- Symphonia
- The Training Room Online
- Harambee Youth Employment Accelerator
- Career Junction
- IQ Business
- PACE
- Formula-D
- ConseQuent
- Career Junction
- Career Planet
- Teleresources
- Arctic Circle
- MxIt
- Sensory Intelligence
- Flow Marketing
- Status Staffing
- Omni HR Consultancy
- Barbara Nussbaum

• **Private Sector:**

- Direct Axis
- TFG
- Amazon
- Vodacom
- Metropolitan Health
- MMI
- Dimension Data
- HomeChoice
- GTS (Lufthansa)
- Shell
- WNS
- Hertz
- Aegis
- Mango Airlines
- Sanclare
- Shoprite/Checkers
- Frank.Net
- Sanlam
- Pick ‘n Pay
- Serco
- Capita
- Merchants
- Achievement Awards Group
- Greenfields Institute for Business
- Capitec Bank
- Virgin Mobile, JHB
- ABSA, KZN
- Rewards Co, KZN
- CCI, KZN
- Coricall, KZN
- Nedbank, KZN
- JDG, KZN

• **Industry & Professional Bodies:**

- BPeSA Western Cape
- Cape Chamber of Commerce
- Accelerate Cape Town
- CCTC
- CiTi

• **For Future Engagement:**

- SPVs & Industry Bodies
- Professional Bodies
- Dept of Education
- FETs (& HETs)
- Google
- P-net
- Work4Labs
- Telcom Carriers
- Private Sector Thought Leaders
- Community Groups & NGOs
- ... Amongs other

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2. Diagnosis: The Landscape?

- **Career Awareness:** Is it Education Based V Lifelong Learning?

- **"Landscape":** "Pre-Industrial" (a difficult & slow journey to navigate) - Disconnected + Fragmented

- **Disconnect:** Supply V Demand - Articulation & Navigation
  - Content & Info
  - Data & Metrics

  } Fit for Purpose for:
  1. Labour Market?
  2. Employers?
  3. Supply-Chain / Providers?

- **Incentives V Disincentives?:**
  - Employers (Private Demand)
  - Labour
  - Supply-Chain (Public / Private)

  } *"Tripartite Symbiosis"*: need all 3 to engage & participate

- **"Scale":** Disincentive v Incentive
  (Centralization v Decentralization)

  (Private Sector & The Profit Motive)

Life-long career awareness: traditionally, career awareness is the domain of the **supply-chain**, namely the **education** sector. For the purpose of this Strategy, we'll broaden this to include the needs of post-education career awareness.

Career awareness content and services are **fragmented**. The supply-chain's content and services are **disconnected** from the realities and needs of demand (namely, employers and individuals in the labour market). Fundamentally, the current 'infrastructure' is *not* **fit for purpose**:

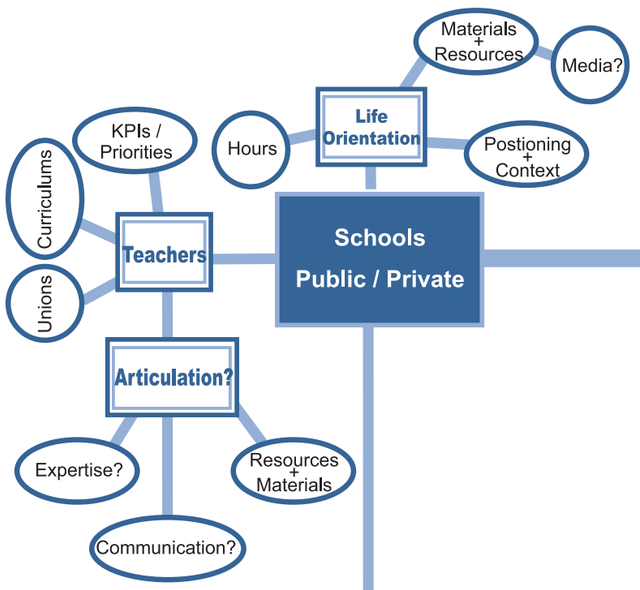
1. Due to an inability to **articulate** a clear and comprehensive career map of the world-of-work (including the various sectors, companies, competencies, as well as the **linkages** between all these). The inability to articulate applies to both the **supply-chain** (i.e. life orientation teachers) and **demand** (i.e. businesses' internal career-pathing maps). Not only is there a lack of quality content and information, what is out there is so fragmented it's hard for the labour market to **access** and **navigate**.

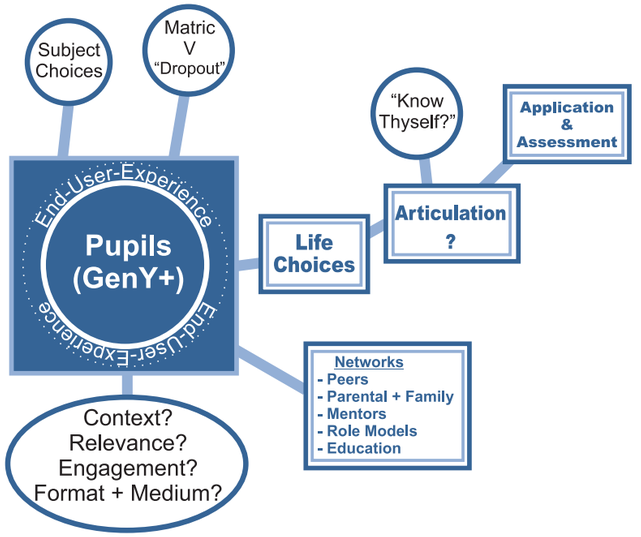
2. As a result, there aren't holistic career awareness scaled **'platforms' fit for purpose**: one that works for the labour market and employers and the supply-chain.

3. Currently, the supply-chain orientated career awareness 'infrastructure' puts too many **disincentives** in the way of employers and the labour market from engaging with it and participating in its development. In this regard, each party (labour market, employers, supply-chain) have differing **incentives** for participating with career awareness initiatives. If Provincial career awareness is to be effective and sustainable, then we need a strategy that speaks to all the parties' needs, including the **profit-motive**. The relationship between the labour market, employers and the supply-chain is a symbiotic one: **'tripartite symbiosis'**. Thus we need all three parties to participate and receive value for doing so, if career awareness interventions are to succeed.

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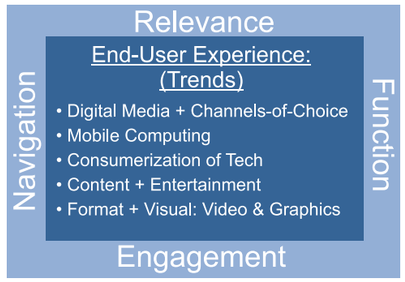
2.2 Diagnosis: The Landscape?

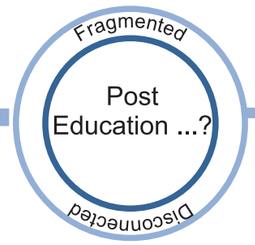






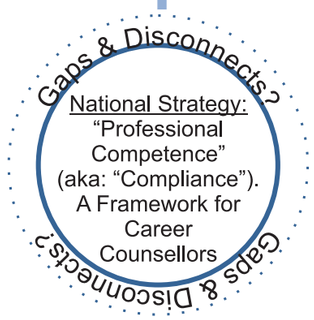


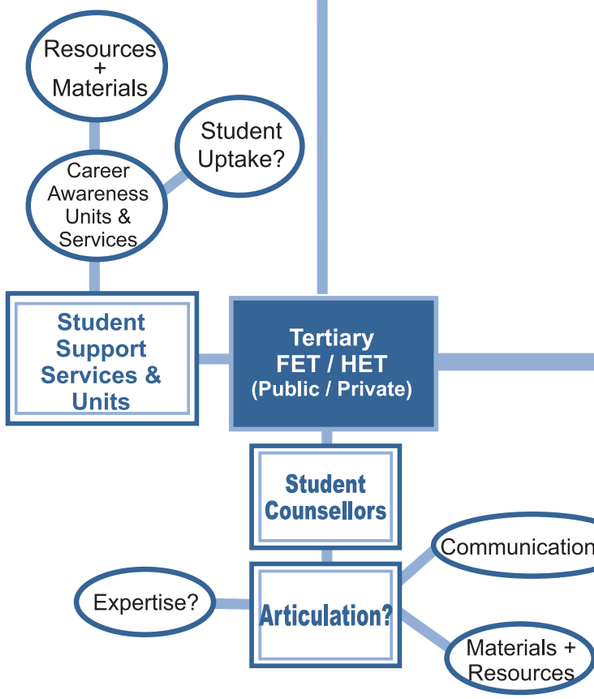


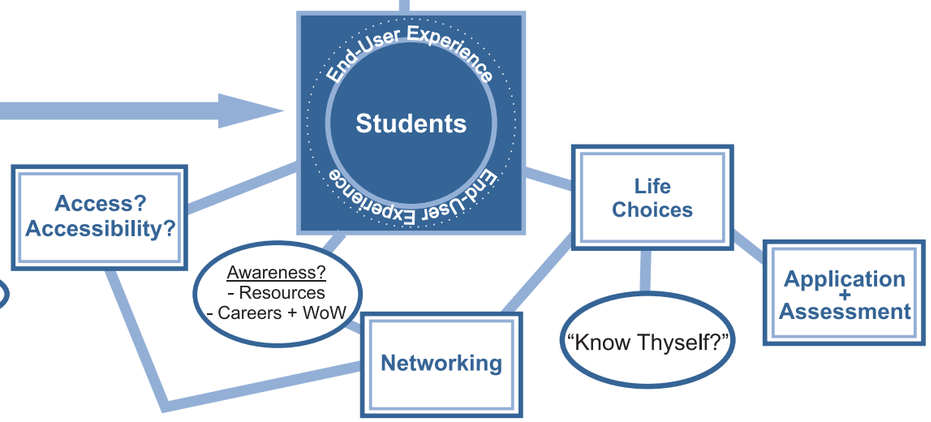












If the PSF career awareness initiative is to make a difference to the lives of our Province's youth, then it needs to deliver a suitable '**end-user experience**'.

*The **user-experience** is everything*. The supply-chain, with its captive audience, don't tend to do this well.

The value of end-user experience is reflected in global macro trends: in **digital and social media**, the consumerization of **mobile computing**, the merging of information and **entertainment** in digital **content**. User-experience takes the form of being *engaging, relevant, and self-empowering.*

Any career awareness initiative aimed at SA's youth needs to align with these trends in order to remain relevant: "A great hockey player plays where the puck is going to be." (Wayne Gretzky)

The challenges for the traditional career awareness model are:

1. Schools:

I. **Teachers –** by necessity, lack the **experience** and knowledge of the world-of-work and careers in the private sector, as well suitable **resources** and **materials**. The trend in a knowledge economy is to ever-increasing specialization, thereby by definition making it impossible for teachers to have the expertise to advise and guide of the breadth and depth of possible careers. As a result, teachers cannot **articulate** the diverse range of possible career paths and associated competencies. In short, it's impossible for teachers to do effective career awareness and guidance, except where it's to rely of private sector content and materials provided by digital channels to augment their lessons.

II. **Curriculum & KPIs** - Career awareness is part of life orientation, so it lacks curriculum time, nor is it a key school KPI. Changing school KPIs, hours and education curriculums is *not* a 'quick-win'.

2. Tertiary (FETs & HETs):

Career Awareness Units & Student Counsellors – similar challenges as in 1.I & 1.II, above. Unlike in school classes, the student population is not a captive audience, resulting in a proportionally **low student uptake.**

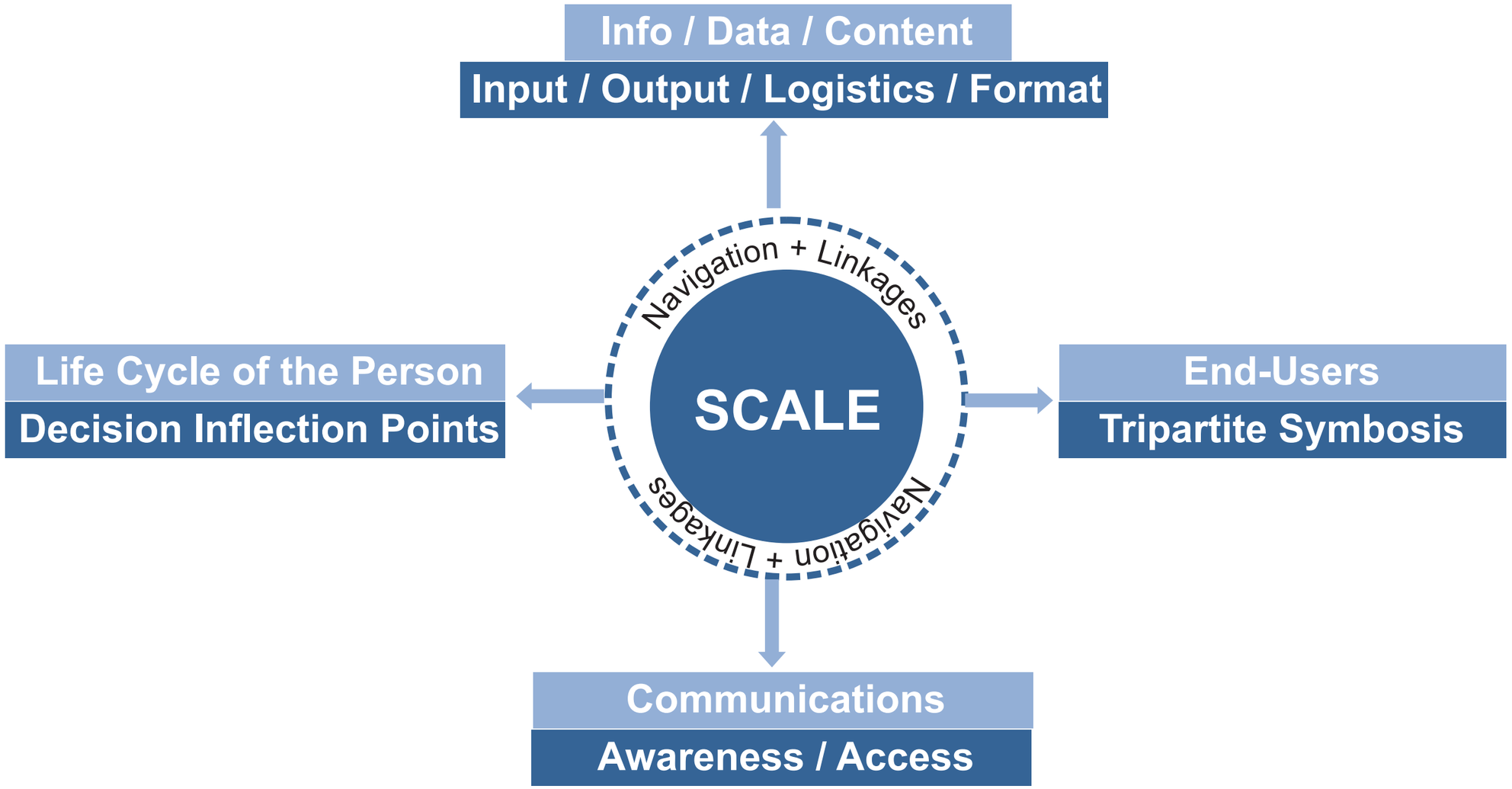
3. Post Education:

I. **Not Much Career Awareness** - Upon leaving the education system, there is little structured and holistic career awareness content or services for individuals in the labour market. What there is 'out there' can be hard to find and **navigate**.

II. **SETAs & Private Sector Employers –** there is a disconnect between actual private sector needs and SETAs reporting, which skews the supply-chain's initiatives and interventions.

Conceptually, it seems likely that career awareness is not the subject matter of traditional education and learning. Therefore, it's not likely to be solved by traditional educational and learning models. Unlike the 'formal Sunday lunch' of a skills qualification, career awareness is more akin to a 'pick & mix all-you-can-eat buffet at a world-food fair'. In career awareness, focussing on the supply-chain only, is a bit like obsessing over the cutlery while at a world-food fair buffet.

2.3 Diagnosis: Scale!



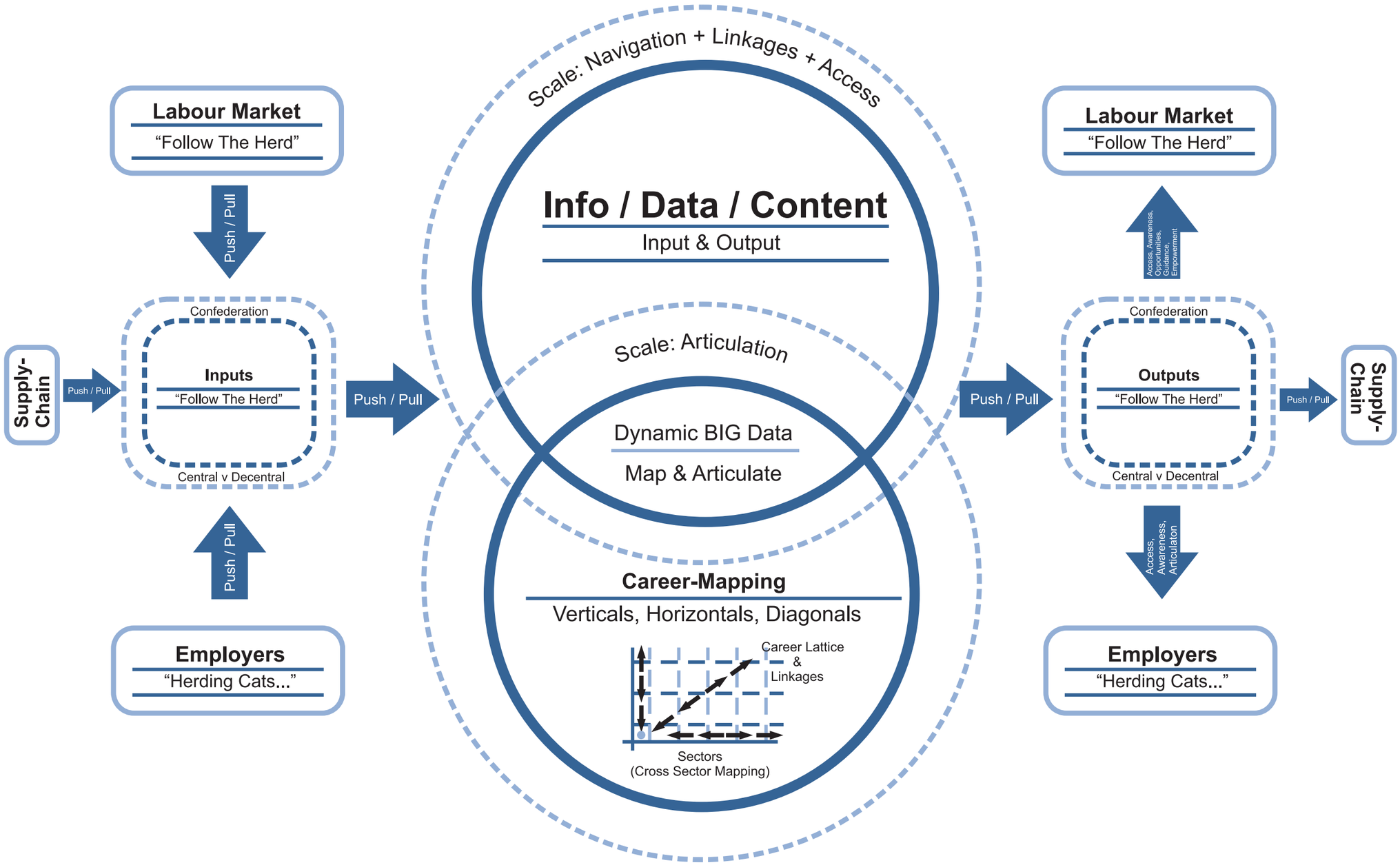
"Water, water, everywhere,
And all the boards did shrink
Water, water everywhere,
Nor any drop to drink."
(Samuel Taylor Coleridge)

One of the biggest obstacles to career awareness is the **scale** involved in:

1. **Info, data, content: Mapping** all the jobs, careers, companies, sectors, skills, competencies in the private and public sectors seems a herculean task. Doubly so, compiling and formatting this **info** into accessible **content** for students and the labour market. In addition, the logistics of collating, managing, analysing and dissemination of **Big Data** across employers, the labour market and the supply-chain is no small challenge. Added to this is the challenge of ensuring stakeholder **participation** and cooperation in this task, which is like 'herding cats'.
2. **End Users**: For career awareness to work, we need to ensure the participation and cooperation of: the **labour market, employers** and the **supply-chain**. When the scale of the individuals and organisations that make up the labour market, the supply-chain and the private and public sector are taken into account…well, it's a lot of stakeholders.
3. **Communications:** The scale of the potential end users (refer *'2. End-Users'*, above) means the scale of communications is big and complex. It means generating **awareness** and **access** points across multiple media and organizations for individuals in the labour market (including the unemployed) and those in formal education.
4. **Life cycle of the person, as career awareness is life-long:** throughout an individual's life, he/she is faced with **decision inflection points** (**'tipping points'**). These impact one's economic future and the careers open to one. Career awareness, if it's to be effective and of value, needs to be **relevant for the individual** given their stage in the life cycle and their demographic context. This impacts the execution *'2. End-Users'* and *'3. Communications'*, above.

The Autidote to Scale:
Trying to overcome the challenges of 'scale' by centralization alone is doomed to fail. Rather the antidote to these challenges are a balance between centralization and decentralization (especially, 'decentralized-centralization'), which is achieved through the strategic principles of '**linkages**', '**navigation**', and '**partnerships**' (refer to *'Guiding Policy'* and *'Recommendations'*, sections 3 and 6)

2.3.1 Scale: Info / Data / Content:



How to solve the challenge of the **scale and complexity** the **BIG data collation, management,** and **dissemination** in the context of the ever-changing and dynamic nature of Province's economic ecosystem?

The centralized collation, management and dissemination of data on this scale requires massive resources. And it's likely to fail. In this scenario, the *Field of Dreams* catch phrase is not applicable: '*Build it and they will come.*' It will be closer to the metaphor of '**herding cats**'.

Rather, we need to a **decentralised** approach to data & platforms. We go to where the labour market and employers already 'hang out' and their submit data. In other words, we '**follow-the-herd**'.

We leverage the **mega-platforms**: like MxIt and Career Junction, amongst others. These platforms already have the **audience** and the **data**, as well as **purpose built systems** that can provide the frictionless delivery of career awareness content and data (refer to '*Recommendations: Digital v Non-Digital*', section 6). They are natural end-user **access points** that are **self-sustaining**. Multiple access points, platforms and channels further increase the importance of the strategic principles of '**linkages**' and '**navigation**'.

This approach can be termed: **decentralized-centralization**. It identifies strategic pivot points that act as strategic sources of advantage, while it spreads our bets and minimizes PGWC's need to invest in developing and maintaining high-risk costly tech'-platforms for career awareness purposes. These mega-platform partners can provide quality labour market **data and metrics** for career awareness and skills development purposes.

This work will be coordinated by a **centralised** PSF project management team, who will negotiate access to the data on these platforms, as well as employer-stakeholder engagement. Also, the project manager will facilitate the **centralized** development of a comprehensive **multi-sector career map**.

The resulting **career map**, detailing the **verticals** and **horizontals** and **diagonals** of **career paths**, can be overlaid by a **supply-chain map**. It will be made **open digital IP** for all stakeholders. The career map will facilitate **articulation** of career awareness. It will facilitate **end-user empowerment** of the labour market, while providing resources for teachers and counsellors to augment their existing curriculum and materials.

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2.3.2 Scale: End-Users

Labour Market

"Awareness, Access, Opportunity, Navigation"

Supply / Demand

1. **Employment Status:**
   - Non-Employed:
     - Pupils: Pre-Matric; Matric; Courses Choice
     - Students: Pre-Finals; Finals; Pre-Work v Mature; Courses Choice
     - Sabbatical
     - Home Parent
     - Illness: Short-medium v Longterm
     - Retired
   - Unemployed (Entry-Level):
     i. Never Employed - No experience
     ii. Previously Employed
       - Retrenched
       - Entry-Level Experience
       - Unqualified
     i. Demographic
     ii. Geography / Location (urban / rural)
   - Employed - Technical; Services; Knowledge Work:
     - Entry-Level: Career Awareness + Career Guidance
     - Post Entry-Level:
     i. Continuous Professional Development + Career Guidance + Career Awareness
     ii. Specialist Support Functions; Supervisors; Management (junior, middle, senior; Leadership (executives)
     - Employment Contract Status:
     i. Full-Time Permanent
     ii. Part-Time Permanent
     iii. Full-Time Contract } One or Multiple Contracts
     iv. Part-Time Contract
     v. Flexi (Temp) Contract: Full-Time; Part-Time } A Typical Employment

2. **The Individual & Demographics:**
   - Age; Life-Cycle; The Self & Identity
   - Demographics + Generation Theory

3. **Geography:**
   - Geography & Location:
     - Urban: City v Town
     - Rural
     - Infrastructure & Services
     - Mobility + Transport / Commutes
     } • Industry Hubs + Spread? • Access + Opportunity?

4. **Communications & Media**
   - Channels-of-Choice?:
     - LSM?
     - Generation + Peer Groups?
     - Infrastructure + Services?
     - Access + Media?
     } Awareness & Communications?

Supply-Chain: Private / Public

"Match-Makers"

Supply + Skills Development

1. **Education Sector:**
   - Pre-School
   - School: Pre-Matric; Matric; Public v Private
   - Tertiary: FET; Tertiary; Public v Private
   - Vocational: Academies; Programmes; Public v Private

2. **In-House (Employers):**
   - On-boarding training
   - Ongoing skills development: horizontal; vertical; diagonal; current function competencies

3. **Public Programmes:**
   - Learnerships
   - Apprenticeships
   - Work Experience
   } SETA / Jobs Fund/ the dti / FETs

4. **Private Providers:**
   - Skills & Training Providers
   - Recruitment Agencies
   - Job Portals: Traditional (Publications + Job Centres); Digital (Job Portals + Social Media)

5. **Industry Bodies (SPVs) + Professional Bodies**

Employers: Private / Public

"Articulation, Access, Pipelines"

Demand

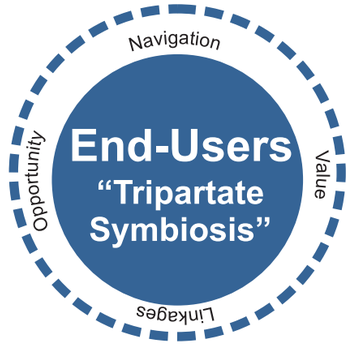
1. **Sectors / Industries:**
   - Growth v Stagnant?
   - High Job Needs v "Jobless Growth": Direct & /or Indirect Job Creation?
   - Regional Hubs v Spread?
   - Skills Needs v Access (supply fit for demand)?

   - *Map? (Articulation)*

2. **Brands / Companies:**
   - Corporate v SMME
   - Who, What, Where?
   - Map? (Articulation)

3. **Careers / Jobs:**
   - Skills & Competencies:
     i. Needs?
     ii. Supply? Shortages v Providers Capacity?
     iii. Labour Market: Capacity v gaps?

4. **Regional / Location Infrastructure:**
   - Utilities; Amenities; Services; Security
   - Offices / Buildings
   - Transport
   - Suppliers
   - Industry Representation
   } • 24/7? • Incentives? } Push / Pull?



The **end-users** of career awareness content and services are made up of:

- **Labour market** (including individuals who are employed, unemployed, as well as those in the formal education and the wider supply-chain)
- **Employers** (in the private and public sectors)
- **Supply-chain** (the private and public institutions and the suppliers of skills and qualifications, amongst others)

The end-users form a **tripartite symbiosis**: they are all interdependent and form an **economic-ecosystem**. The greater the alignment between all three the healthier the economic-ecosystem. It's in this context that career awareness must function. Thus career awareness is all about '**linkages**' between these end-users.

The primary end-user is the labour marker (namely, the individuals therein).

Each of the three categories of end-users have differing needs from career awareness and varying incentives for participating in it. This strategy needs to speak to the needs of each of the end-user groups and incentivise their participation. Too often, career awareness initiatives are driven by an overemphasis the supply-chain and the centralization of the initiative therein.

For the labour market, the need is **awareness** of what career awareness content and services are 'out there', as well as **access** to it. **Access points**, by definition, must be easily accessible and not cost or time prohibitive. Given the nature and scale of career awareness content and services, it's needs to be **navigatable**. ***Navigation, access, awareness*** ensure that **opportunities** open up to end-users in the labour market.

Employers want **access** to skills and talent pipelines. They want access to large audiences that are relevant to their human capital needs, as well as to promote **awareness** of their brands as *employers-of-choice*.

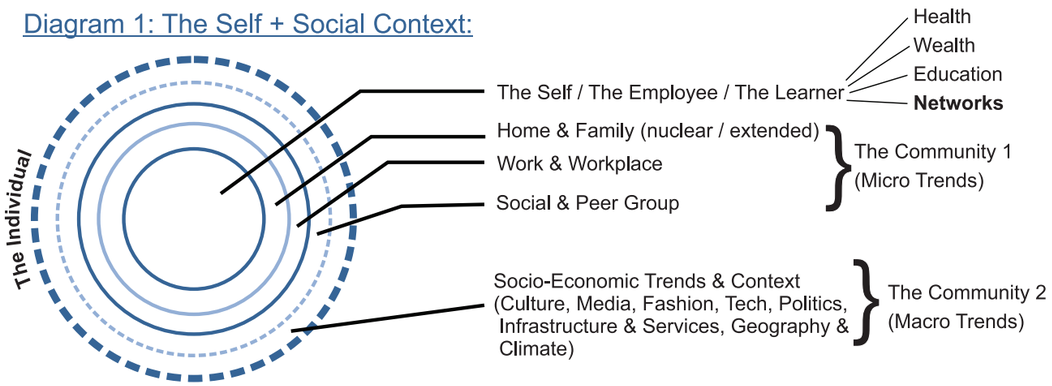
The supply-chain needs access to accurate cross-sector career and skills info' and content, in order to provide its students with relevant content and guidance. Also, it needs such content to **augment** the materials and resources at teachers disposal.

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2.3.3. Scale: The Individual + The Life Cycle: Decision Tipping Points:

"Networks":
70% of jobs never formally advertised (Adcorp Survey), therefore "jobless communities" & "jobless peer groups" lead to "unemployment vacuum".

Diagram 1: The Self + Social Context:



(Referencing Slides by Margie Middleton, MMI, 2011)

Diagram 3: Life-Cycle Flow-Chart:

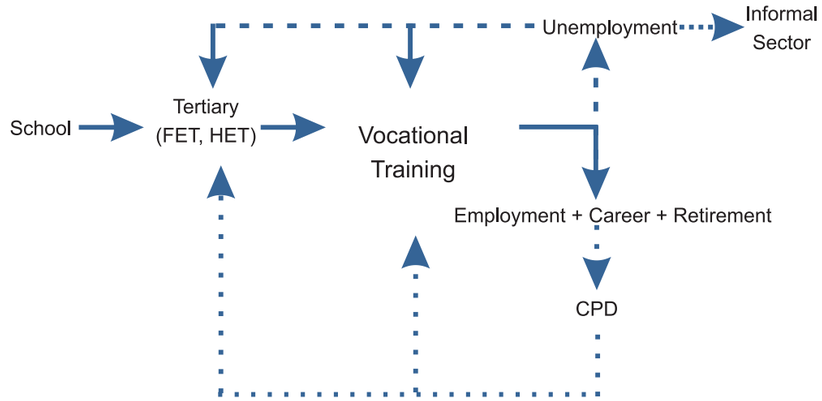


Diagram 2: The Individual's Life-Cycle + Decision / Choice-Points & Choice-Context:

Influencer: + Role Models:	Parents / Teachers / Peers + Media			Lecturers / Counsellors / Peers + Media				Trainers / Lecturers / Coaches / Counsellors / Peers + Media	Service Providers, Peers, Parents + Media	Managers, Peers, Mentors + Media	Peers "Parents" Children + Media
Role:	**PUPIL**			**STUDENT**				**LEARNER / TRAINEE**	**P R O F E S S I O N A L**		
Institution + Organisation:		School			Tertiary (FET / HET)			Vocational Training (In-House, Academy, Learnerships, FETs)	Employment / Unemployment		Retirement
Qualification, Skills Development, Decision Points:	Pre-School	Prematric	Matric	1st Year	Pre-Finals	Finals	Post-Grad	Theory + Experiential (Knowledge + Competencies)	Never employed, Under employed, Retrenched	Employee, Civil Servant, Entrepreneur, Other Knowledge Work, Services Work, Technical Work	Semi-Employed? Mentors Consumers
Context:	**GEOGRAPHIC: URBAN (CITY v TOWN) / RURAL**										
Context:	**DEMOGRAPHICS + LSM**										
Context:	**GENERATION: X, Y, BABY-BOOMER, SILENT GENERATION**										
Career-Awareness & Career-Guidance:	**"AWARENESS, ACCESS, NAVIGATION, OPPORTUNITY, APPLICATIONS & ASSESSMENT, WORK, BETTERMENT"**										

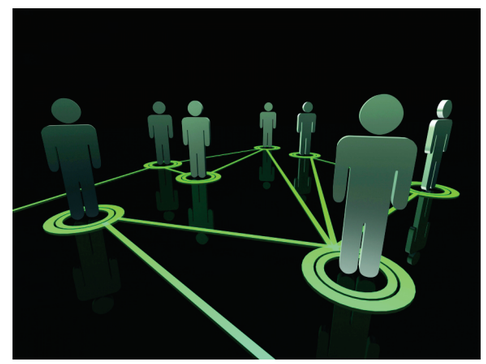
PUSH / PULL FACTORS IN AN INDIVIDUAL'S LIFE-CYCLE: The choices & opportunities determine their education, job, career & income "ceiling"

Throughout a person's life, from pre-school to employment, there are critical **decision points** that –over time- accumulate to determine one's career opportunities and economic-income ceiling. Through each of these stages of an individual's life, different content and information (and formats and mediums) are needed for career awareness to be of value and relevant to him/her. Also, the context of their **demographic 'category'** will determine for them the relevance of a career awareness intervention.

The same information may need to be formatted and tweaked multiple times for multiple audiences, depending on the understanding of their needs and based on the context of their life at any given time. For example, a hardcopy brochure on accountancy is not helpful for a Gen-Y pupil deciding whether or not to choose maths as a matric subject, but it might be ideal for a retrenched professional Baby-Boomer.

Providing career awareness information and guidance in a style, format and medium that a young person (or anyone else) can't relate to is not much better than providing none at all. [And it's more expensive than providing none at all.] Not providing career awareness is not an option, so let's do it in a way that it meets the needs of the end-user(s), whatever their generation and demographic.

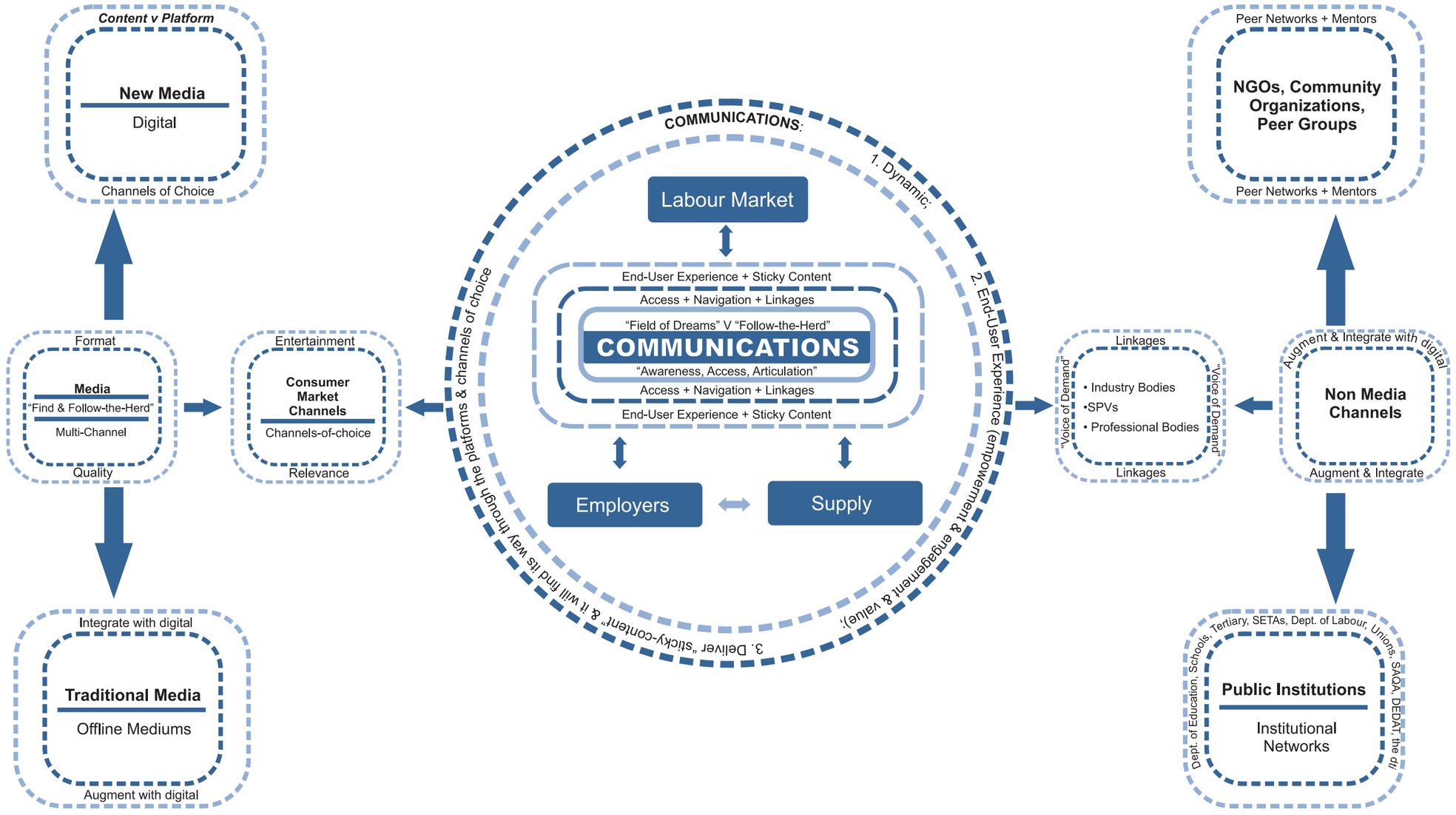
One of the dynamics of youth unemployment in South Africa is the lack of opportunity for unemployed youth to create **professional networks**. Being that *who* you know is as important as what you know, with 70% of jobs never being formally advertised, it's critical that we find ways to provide the Province's youth with access to professional networks. Digital tools, particularly **social media**, speak to this – refer to '*5. Partner Case Study*' and to '*6. Recommendations: Digital v Non-Digital*'.



As per the '*Recommendations*', section 6, the PSF career awareness initiative will benefit from guidance and research on **LSMs**, **generational theory** and trends and how these relate to consumer trends in **digital media** and **mobile devices**, as well as traditional media channels. This research needs to be conducted in a manner that is relevant to furthering the work of Provincial career awareness and delivers clear recommendations for executing this Strategy Framework.

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2.3.4 Scale: Communications



If we think of the concept of 'Career Awareness' being constituted of two aspects:

1. '***Career***': information, content and data; &

2. '***Awareness***': **awareness, access, communications** and **articulation**.

Without awareness, what info there is available isn't much use. We need to use communications to raise end-user awareness of *what* content and services are available and *where* to find it, thus supporting the strategic principles of '**linkages**' and '**navigation**'.

We need to market available Provincial career awareness information and resources through a **multimedia marketing campaign**, thereby raising awareness. Due to the challenges of scale, the single most effective way to reach the intended audience is via **consumer media channels**. If we are to market to through consumer mass media channels, then a multi-sector marketing campaign will yield most value (both to the intended audience and to the participating organizations): strength in numbers, so to speak. This plays to the strategic principles of '**linkages**' and '**stakeholder participation**'.

End-user empowerment is a key priority. Digital media supports this via multiple **access points**, such as feature-phones, smartphones, tablets or PCs.

In digital media, the **end-user experience** drives everything. This means creating relevant content for the end-users that delivers value, 'entertainment', and is suited to the medium/channel: **sticky content**. Sticky content will find its way to end-users' via their **channels-of-choice**, namely the mega-platforms.

It is career awareness **content** that end-users will engage with and need, especially the labour market. **Content**, while not cheap, is a finite and a far smaller spend than the investment needed in developing a dedicated platform. Therefore investing in content is less risky than in a platform and it's easier to recalibrate as we go along.

In order to reach the intended audience, we need to '**follow-the-herd**'. The 'herd' (a.k.a, the 'audience') are already hanging out on existing **mega-platforms**, like MxIt. We must go to them, rather than try build our own platforms that will need to compete for end-user eyeballs. For investment of the PSF resources, this strategy emphasises ***content over platform***. And working with and through existing 'platforms' - both online and offline (like professional bodies and SPVs). This Strategy Framework acknowledges the need to develop **non-digital channels** too. However, wherever possible, non-digital channels will be augmented by digital media.

8. Identify:

Priorities, Pivot Points, Actions, Recommendations

"What, Where, How, When, Who?"

Priorities?

- Goals & Outcomes
- Demographic(s)?
- Sectors? (But keep a "broad church")
- Skills, Competencies, Qualifications?
- What we *can* fix? } Short v Medium v Long Term?
- What we *can't* fix? } Short v Medium v Long Term?
- Linkages
- Gaps

- Info & Format for Career-Awareness Content? (who, what, when, how, why?) **(Content Strategy)**
- Channels, Platforms, Media? **(Platform Strategy)** **(Communications Strategy)**
- Actions } Short v Medium v Long Term?
- Resources } Short v Medium v Long Term?

2. Scale:

Feel the Difference?

- Service & Value (End-Users)
- Industry(s) Growth
- Skills Pools Depth
- Youth Employment + Access Points into the formal economy

1. End-Users:

End-User Experience

i. Labour Market: Access, Navigation, Engagement, Empowerment

ii. Employers: Access, Reach, "Employer-of-Choice", Talent / Skills pipelines

iii. Supply-Chain (Public + Private): Access, Articulation, Participation + Placement

3. What is Career-Awareness:

Scope + Limits?

- Career Awareness: Career Guidance, Continuous Professional Development (CPD), Career Awareness
- Education v Life-Long?

- "Career":
  - Info
  - Data
  - Content
  - Format

Articulation

- "Awareness:"
  - Awareness
  - Communications
  - Access
  - Navigation

7. National v Provincial:

"Compliance" (Curriculum) v End-User Experience (Content)

National:

"Inside-Out"

- *"Compliance" paradigm:* supply-chain emphasis
- *Gaps?:*
  - I. End-User Experience: Labour Market
  - ii. Employer Participation
  - iii. Content & Awareness
  - iv. BIG Data

Provincial:

"Outside-In"

- *Alignment:* National-Initiatives, programmes, funds (esp for public supply-chain)
- *Address Gaps:*
  - i. End-User Experience
  - ii. Employer Participation
  - iii.Content & Awareness
  - iv. BIG Data

3. GUIDING POLICY:

The Approach

1. End-Users, 2. Linkages, 3. (De)Centralized, 4. Priorities

6. Centralized v Decentralized:

What needs central resources & what not? (Project Management v Linkages / Partners)

Centralized:

Architect, Coordinator, Engagement

- *Resources:* Project Manager (+ sub-contractors)
- *Articulation:* Career Mapping + Visualization
- *"Seed Content":* Multimedia Content (Open "IP" for shared "content ecosystem")
- *Communications & Awareness:* Multimedia Marketing Campaign to Labour Market + Stakeholder Engagement & Participation
- *BI + Data:* Coordinating end data reports for PSF & PGWC
- *Reporting*: Project Milestones

Decentralized:

Linkages + "Follow-the-Herd":

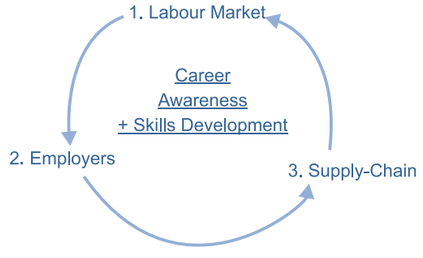
- *Communications Platform Strategy:* "Follow-the-Herd"
- *Employer access to Labour-Market:* "Grazing Platforms"
- Industry "Platforms": Partner with SPVs, Industry Bodies, Professional Bodies
- Supply-Chain "Platforms": Partner with schools, FETs, HETs, Public Programmes, Dept of Education, Dept of Labour, Unions, SAQA, etc.
- *Community "Platforms":* NGOs, Youth Groups, etc.

Channels-of-Choice

Identify, Engage, Align

5. Linkages:

Resources, Placements, Latticing



4. PSF: "The Force is With You"

"Platform" fit for purpose

- Scale
- Linkages
- Networks

PSF is a platform can address the challenges of "Scale"

Centralized:

- Articulation (Career Mapping)
- Communications (Marketing Campaign)
- Engagement (Coordination & Consultation)

v

Project Management

Decentalized:

- Platforms + Channels (including non-digital)
- Data Sources
- Content Substainability

The **end-user experience** is everything! It needs to deliver value for them.

*The strategy and intervention should be **demand-led**.* 'Demand' in this case is represented by the needs of individuals in the **labour market** and by **employers** (especially the private sector).

The success of the PSF career awareness strategy will be measured be the impact it has on those who need it most:

- The **labour market** (including those still in formal education), especially the **youth** (under 35 years of age). It must offer them **access** to easy-to-**navigate** information and resources, with the result that it **engages** and **empowers** them.
- The **employers**, as this is where the careers and jobs reside. If we want employers to participate then they must get value from it. Value for employers is **access** to a broader skills and talent pool, which helps them build sustainable skills pipelines and compete in the 'war for talent'..
- The **supply-chain** needs the participation of both the labour market and employers. Employer participation will enable the supply-chain to better articulate the career paths and opportunities in the world-of-work, as well as benefit their skills development interventions and curriculums.

The challenges of **complexity and scale** (see section 2.3) mean that the PSF is a strong '**platform**' for a multi-sector Provincial career awareness initiative, the **mandate** being broad enough to incorporate the **linkages** necessary for the execution of this strategy.

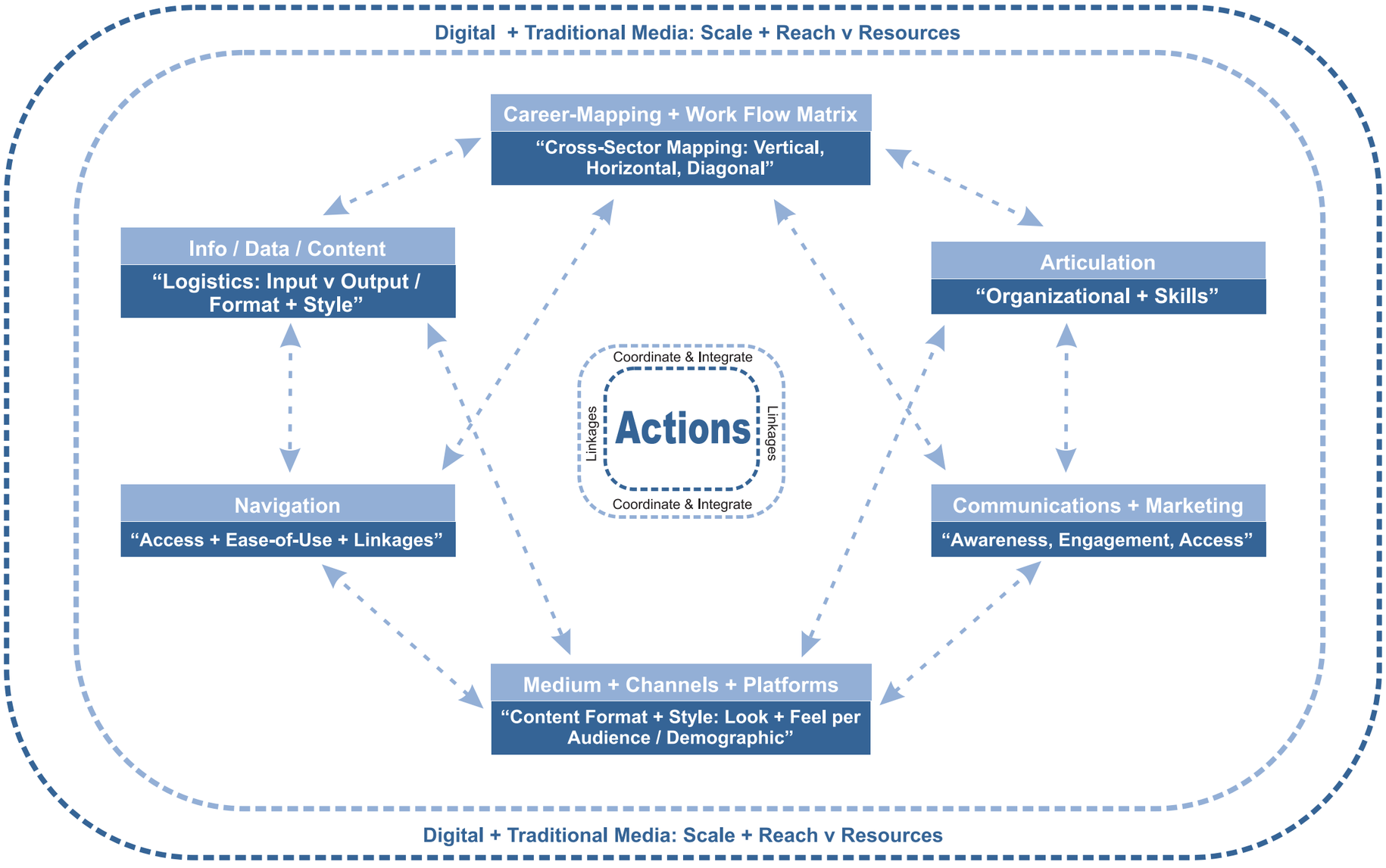
The strategy calls for a balance between a **centralized** and **decentralized** approach. Certain functions, like **career mapping** and a **marketing campaign**, are best served by *centralised* project management. Others by a *decentralized* approach, which means **leveraging the existing platforms** and infrastructure of other organizations, like the SPVs and mega digital service providers. This speaks to the principle of '**linkages**' and partnering with these existing platforms provide *sources of advantage* for meeting the challenges of scale (section 2.3).

National policy is taking a centralized **supply-chain 'compliance' approach**, focussing on the curriculum and qualifications for teachers and career awareness counsellors. It won't address many of the challenges identified in this strategy. Thus, we **align** with national policy on 'compliance' within the supply chain, but that –Provincially- we acknowledge the **limitations** of National's approach and we look to lead in addressing the critical gaps in career awareness identified in this strategy.

It's important that we **identify** and agree specific goals and priorities for this project, as well as acknowledge what we can impact and that which is outside of our ability to change. Then we need to **identify** where the *sources of advantage* reside for influencing our short, medium, and long-term goals and priorities and resource accordingly.

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4. Set of Coherent Actions:



The strategy focuses on **6 interrelated actions**, all of which require ongoing stakeholder engagement and participation:

- **Info/Data/Content:** we take a '**decentralised-centralized**' approach. Partnering with **existing mega-platforms** and **institutions** to leverage their resources and infrastructure for 'gathering' and disseminating career awareness content, services and data. These platforms can provide us with the **metrics** and **data** we need in career awareness and skills development, without the need for the high-risk and high-cost investment in building and maintaining systems to manage BIG DATA.
- **Career-Mapping + Work Flow Matrices:** we take a '**centralized**' approach to developing a **multi-sector career map**. A process of ongoing engagement and consultation with the private sector to produce this map. It can be overlaid with **horizontal**, **vertical** and **diagonal career paths**, as well the supply-chain's place in it. This, **visualized** for an intuitive end-user experience, can provide a sense of the range and depth of career opportunities available, as well as how to access them and find training for developing the skills/qualifications for them. This supports the strategic principle of informed **end-user choice** and **self-empowerment.**
- **Articulation:** Refer above to '*Career-Mapping*', above. Articulation is not the only gathering the career paths info', it's the ability to disseminate it in a clear and engaging format. Articulation supports the needs of the end-users in the labour market, employers and the supply-chain (especially, in augmenting formal education interventions and curriculums). In this way we 'go around' the challenges of 'fixing' the education sector, which we can't adequately influence, while still supporting the work of teachers and career counsellors.
- **Communication + Marketing**: a '**centralised**' multi-sector and **multi-media marketing campaign** to raise awareness of **access points, resources** and **content**. This will be directed at the **consumer market** through mainstream media channels. Also, a **communications and marketing strategy/business** plan should be developed for proper coordinated execution of ongoing communications.
- **Mediums + Channels + Platforms:** the strategy recommends a '**decentralised-centralized**' approach to the mediums, channels and platforms that Provincial career awareness is communicated. The principle: '***Follow-the-Herd***'. In this way, we turn existing private providers into source of advantage. The platforms already exist. And it's content and contacts end-users in the labour market will engage with, not platforms per se. It's **content** (and a **content 'ecosystem'**), not a platform, that the PSF should invest in. A **content strategy** (including several **mega-platforms**) needs to be developed and executed. *This strategy intends for employers and the supply-chain to generate content, thereby ensuring the sustainability of the content strategy proposed*. **PSF/PGWC e-Learning Platform**: a resource library of trends, reports, best practice in career awareness for policy makers, supply chain-chain and employers, these can be collated and housed on the PSF e-learning platform, where they are accessible to relevant parties.
- **Navigation:** Given the scope and scale of career awareness content and the trends in channels-of-choice, it's critical that end-users in the labour market and the supply-chain are aware of available content and can **access** it and **navigate** it, intuitively and easily. *Navigation supports the strategic principle of leveraging* ***linkages***. It avoids us having to try '*herd cats*' to a single centralized place, which won't work online.

5. Resources:

Centralized v Decentralized: What, How, When, Who?

A "Platform" that incentivises employers, supply & labour market to participate.

(What are the toys we need to get everyone to come play in our sandpit?)

Platforms + Linkages:

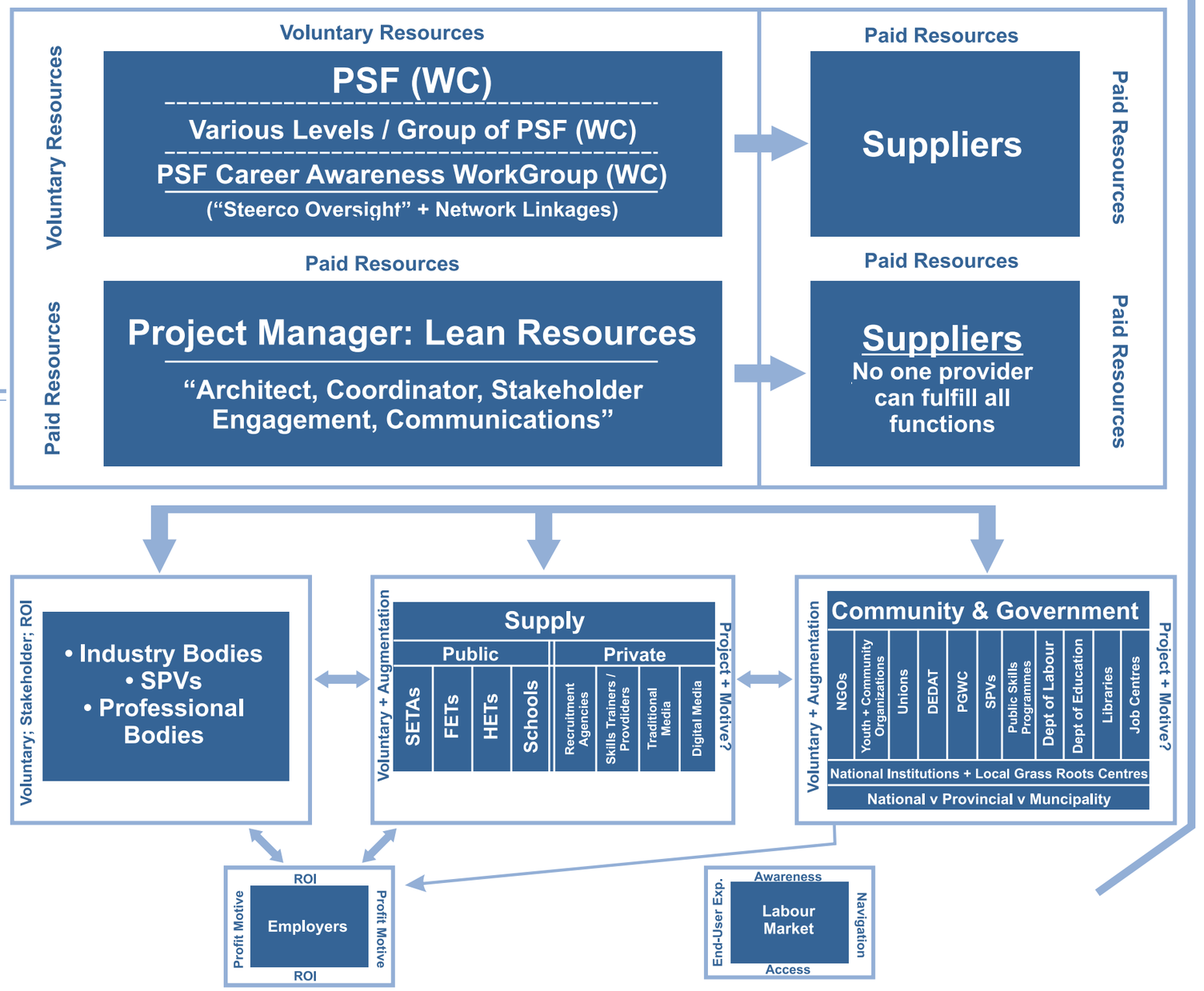
PSF Work Group

Project Manager - Architect & Coordinator

Supply-Chain (Skills Pipelines) (Public + Private)

Demand (Private Sector: Corporate, SME, Domestic, FDI. [Where the jobs & careers reside]

Labour Market (Talent Pools)



Scale + Reach
Identify key "Pivot Points" & their "Proximate Objects" for "sources of advantage"

The PSF is a 'platform' **fit-for-purpose** in facilitating improved Provincial career awareness interventions. Few other platforms have a **mandate** broad enough or a network big enough to tackle the fundamental challenges of scale (as detailed in the '*Diagnosis*' and '*Scale*' , sections 2 & 2.3).

The key to resourcing this Strategy is the balance between what is **centralized** and what is **decentralized**. Certain functions are best centralized, like the development of a career map and the delivery of a marketing campaign; while other functions and resources are best decentralized, like using existing digital media platforms and SPV networks to reach the intended audiences and stakeholders. The internet has competing dynamics towards monopolization and fragmentation. *We need to align with already successful online platforms as they have the audience and resources to ensure maximum reach for the finite resources we have at our disposal. We can choose to try help SMEs grow or we can choose to deliver maximum communications to our Province's youth, but –probably- in the short to medium term we can't have our cake and eat it, in this regard.* When considering this choice, bear in mind the poor global track record government has when trying to pick winners, especially in the tech'/ICT sector.

The PSF is primarily constituted of PGWC representatives, as well as industry body and supply-chain volunteers. These individuals can provide guidance and **oversight** in the execution of this Strategy, as well as access to their **networks** and institutions. However, to execute this Strategy, dedicated **project management** is needed in the form of an ongoing role of project *architect, coordinator* and *stakeholder engager*.

The project manager should be a lean team, as they'll need to make provision of a range of ad hoc **service providers**. No one supplier can fulfil all the needs of this project without use of sub-contractors, as the scale of expertise and competencies is too broad. Refer to '*Recommendations*', section 6.

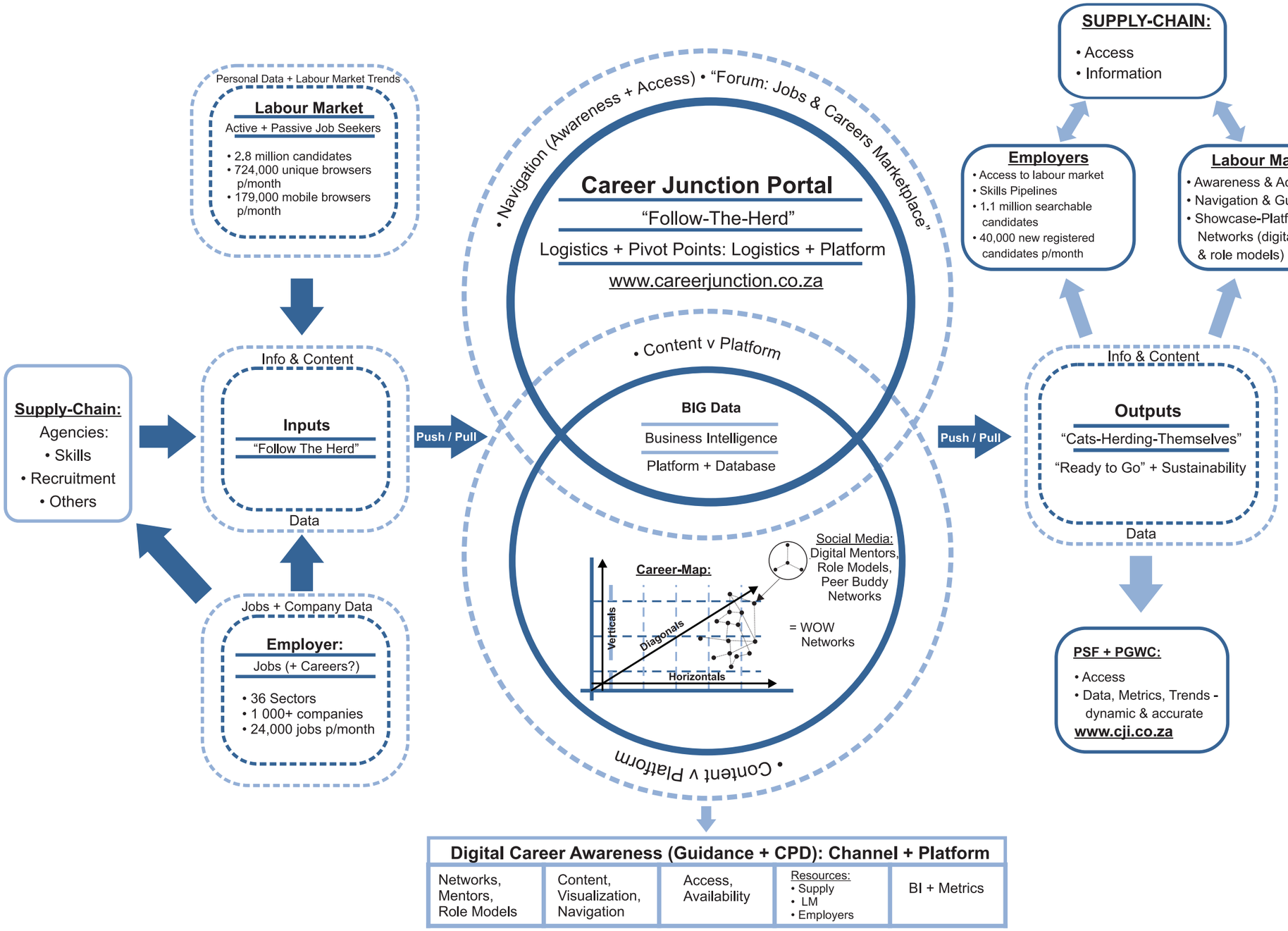
The primary focus should be to ensure the resulting outcomes are **demand led**. If we are to benefit from leveraging **linkages** then we need to understand what will **incentivize** stakeholder participation. This will be directed by the project manager. A large part of the project management role will be proactive and diligent stakeholder engagement, in order to facilitate buy-in and participation, especially of private sector employers and providers (without whom this Strategy will not succeed).

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5. Partner Case Study:

Mega-Platform Case Study: Career Junction

"Follow-the-Herd to Herd-Cats"



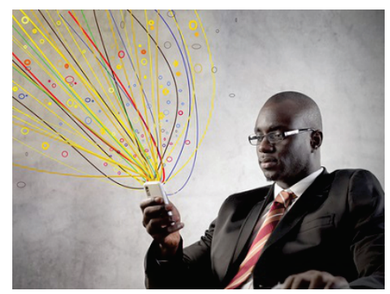
Leveraging **linkages** means partnering with stakeholders that have **existing platforms** and **infrastructure** and **audiences/members**, at scale. Working with **mega-platforms** mean that a finite number of partnerships enable us to have maximum reach, with minimal investment and risk for the PSF/PGWC. They are strategic "**pivot points**" that act as "*sources of advantage*" (*Good Strategy/Bad Strategy, Richard Rumelt*).

Career Junction (www.junction.co.za) is one such potential partner. A digital job-portal who's head office is based in the W Cape but has a national audience/market. They and Pnet are the two largest digital job portals in SA. They have:

- 2.8 million registered labour market candidates (employed and unemployed), with 40,000+ more registering every month;
- 2,500 recruiters representing over 1,000+ registered companies across 36 sectors;
- 24,000+ unique open job vacancies per month.
- *CJ Index*: a monthly data analytics report on the jobs and labour market.

Career awareness content and information can be housed and delivered via Career Junction's **existing platform** to their **large end-user audience**. This is an audience that is looking to engage with world-of-work content and info, making this a relevant channel for Provincial career awareness. It's also a platform that anyone with internet can **access** for free and is mobile browser compatible. And career awareness content is aligned to its core **business model**, meaning that this is a mutually sustainable partnership.

Furthermore, Career Junction has the **metrics and data** on jobs and skills and careers that the PSF/PGWC is seeking to gather. Employers and the labour market are *already* putting relevant data into this platform, so no more '**herding-cats**'. Managing and reporting on this data is a core competency for Career Junction, therefore they can provide this data to the PSF without the PSF needing to invest in the high risk and expense of developing and maintaining their own platform/website/data management system.



6. Recommendations

1. Strategy/Project Oversight & Governance
2. Project Manager
3. Institutionalising Strategy, Project Plans & Research
4. The Career Awareness Initiative is a Demand Led-Project
5. National (align) V Provincial (augment)
6. Centralized V Decentralized
7. Digital v Non-Digital

This Career Awareness Strategy Framework proposes the following recommendations for the PSF career awareness initiative:

1. Strategy & Project Oversight & Governance:

- A *Strategy Framework* is submitted to and signed-off by the PSF Career Awareness Work Group.
- It's then recommended to the wider PSF initiative, for incorporation into and support of the PSF skills development strategy and initiatives.
- After the presentation/submission of this Strategy and due discussion in the appropriate PSF forums, it's signed off by the PSF with all necessary amendments.
- Resources and budget are agreed upon and allocated.
- The PSF Career Awareness Work Group acts as the Steerco for the implementation of this *Strategy Framework*.
- Tender proposals for the proposed project management function (see below) are sought and reviewed. The proposals should speak to the work required in the points 2-8, below.
- Sign off of proposed project manager (paid resource).
- Career Awareness Project, as detailed in this *Strategy Framework*, is initiated.

2. Project Manager:

- It's recommended that a paid resource in the form of a project manager is provided. This is because the work of implementing this Strategy Framework is highly skilled, labour intensive and requires dedicated resources. It's unlikely voluntary resources will have the capacity or willingness to do the scope and level of work required in order to execute to execute this Strategy Framework.
- The project manager will be the architect and coordinator of the work of this Strategy Framework. Given the scope and range of the work in executing this Strategy Framework, no one provider will be able to fulfil it all in-house, therefore they'll need to sub-contract to niche specialists where the need dictates. Thus the project manager should run on a lean team/resource base.

- The competencies that the project manager must have are:

i. A deep understanding of this Strategy Framework and its nuances.
ii. A good understanding of career awareness and skills development. And the wider human capital landscape.
iii. A good understanding of both the public and private sectors, as well as how to navigate the middle-ground between these two sectors.
iv. A deep understanding of the private sector and its operational imperatives.
v. A good strategic understanding of digital media trends, generational theory, consumer trends, and other relevant socio-economic trends.
vi. A good strategic understanding of marketing and communications, especially in digital media.
vii. The ability to identify and manage multiple providers in the knowledge and creative sectors.
viii. The ability to research relevant topics, then apply that learning in strategy and tactics.

3. Institutionalising Strategy, Project Plans & Research:

It's recommended that the IP and the work of this project are 'institutionalised' by being captured in formal and relevant documents, available to all stakeholders. This enables shared learning and the possibility of continuity and sustainability.

For this to happen, the development of the following is proposed:

- This *Strategy Framework* document is developed into a full *Career Awareness Strategy* document, supported by a *Business Plan* and a *Project Plan*. This will be done by the project manager, as part of their commissioned work.
- *A Career Map/ Career Path Project Plan*, detailing the work and timelines and methodology for completing this part of the project.
- A *Linkages & Stakeholder Engagement Project Plan* will provide a framework for identifying key linkages and stakeholders for executing this Career Awareness Strategy, while setting out methodology and timelines for broad based Provincial stakeholder engagement.
- A *Communications Strategy, Business Plan and Project Plan* should be developed. This will guide the communications, which is a complex and technical discipline and critical for the overall success of any career awareness initiative. This should be supported by relevant reports on Generational Theory, consumer trends, and relevant regional demographic data. All such reports should be incorporated into the direction set for the project plans, above.

These documents are technical and specialised work therefore should be obtained from paid resources. However, it's recommended that the procurement and delivery of these fall under the project manager's remit, given that the project manager function is that of architect as well as coordinator. Refer to section 2 above, for details of the 'project manager' function.

These documents will be submitted to the PSF Career Awareness Work Group (and any other relevant parties and individuals) for review and sign-off. They'll enable the Work Group, in its Steerco capacity, to oversee the projects for timelines, deliverables and reporting purposes.
At the appropriate time, they'll be made available to all stakeholders and used as a road-map for the work executing this *Strategy Framework*.

4. The Career Awareness Initiative is a Demand Led Project:

It's recommended that the Career Awareness initiative is a demand led project, NOT supply-chain led. The reason being that for employers and the labour market to participate they need to derive value for their involvement and/or use of any career awareness service/initiative.

Without meaningful participation of employers and the labour market, any and all career awareness initiative will fail to yield a return proportionate to the investment made. The jobs sit with the employers. And if individuals in the labour market don't know about or derive value from any career awareness info or service then they won't use it. If they don't use it, then it won't have an audience that creates value for employers to participate. Without the private sector's participation, the supply-chain will struggle to meaningfully articulate career awareness content and info. Nor can SETAS be relied upon to adequately articulate this on behalf of the private sector.

Currently, most career awareness initiatives seem overly dominated by supply-chain paradigms and KPIs, probably as a result of career awareness traditionally being the domain of the education sector. These are not always aligned to the needs of their audience. If they were then career awareness interventions would already be effective…but the perception is that career awareness interventions are *not* already effective.

As a result, stakeholder participation and smart use of linkages is a key component of the successful execution of this proposed Career Awareness Strategy Framework. This is no small task and will be ongoing throughout the next one to three years (in other words, a short to medium term outlook).

This more than any other element will ensure the sustainability and relevance of the PSF career awareness initiative (*and* the skills development initiative).

5. National (align) V Provincial (augment):

Refer to SAQA's document : *An Environmental Scan of Career Awareness Services in South Africa, 2012.*

It's recommended that the PSF align with National where it's relevant and helpful to do so. In summary, the approach National is taking seems primarily supply-chain orientated, especially concerning 'compliance' of career counsellors and their accredited training of the career awareness curriculum. Their focus is on the supply-chain's teachers and counsellors delivery of career awareness/guidance to students. In fact, in as far as SAQA and SETAs set accredited frameworks, the Province has little say in whether to align or not. Rather, it's a legal requirement that we do align.

While it's a good thing that National policy makers are moving to address some of the short comings in the quality of career awareness/guidance curriculums and standards of teaching in the formal education sector, it is not a quick win, nor will it address many of the needs of employers and individuals entering into or already in the labour market (or unemployed). It doesn't address the challenges details in '*Diagnosis: Scale*' (see section 2.3), resulting in the many gaps in the traditional career awareness/guidance not being addressed. Thus, it'll have limited effect in the short to medium term, resulting in little change in the skills shortages and youth unemployment trends.

This proposed Career Awareness Strategy Framework addresses these gaps through a demand led paradigm, which will augment and support the supply-chain and provide much needed material and resources for teachers and career guidance counsellors. Also, it'll support the empowerment of end-users in the labour market, by digital tools and content that provides access to employment opportunities and supply-chain resources. In addition, it'll consider non-digital channels of distribution for career awareness content, info and services.

6. Centralized V Decentralized:

It's recommended that the PSF continually reflect on what aspects of executing this proposed Career Awareness Strategy Framework are best done with centralized resources (i.e. the project manager resource and a centralized marketing campaign) and what aspects are best done through the coordination of decentralized resources (i.e. linkages, stakeholders and partners – like that suggested with Career Junction).

As detailed in 'Diagnosis: Scale' (section 2.3), certain challenges for career awareness would require high investment and still likely fail, if done centrally, like the aggregation, management and dissemination of data. And vice versa for some other key aspects of this proposed Strategy Framework, like the development of a comprehensive multi-sector career map detailing horizontal, vertical and diagonal career paths.

The tendency will be to try centralize aspects that seem manageable in the development phases, like a centralized career awareness database or website, but these are likely to fail. Rather, where we need to 'follow-the-herd', we need to leverage existing mega-platforms like Facebook and YouTube to reach the target audience. However, leveraging linkages and stakeholder engagement will benefit from centralized ongoing project management.

This approach may seem more complex as a starting point and risk longer to get going. However it will deliver results sooner and for far less investment and risk. Anyway, a fully centralized platform approach won't succeed, but will be a costly and timely exercise.

In this project, the PSF should actively support the mega-platforms, because they offer strategic sources of advantage as pivot points: focussed activity to leverage maximum results. It's a case a **decentralized-centralization**. In other words, spreading our bets where they are most likely to have scalable results. Backing existing winners removes the risk of figuring out future winners (which is not government's best track record) and it'll benefit the greater project of Provincial career awareness.

For further details of what aspects this proposed Career Awareness Strategy Framework need to be centralized and what aspects decentralized, these can be provided post sign-off of this framework doc. However, much of this is detailed within this document.

7. Digital V Non-Digital:

"A good hockey player plays where the puck is. A great hockey player plays where the puck is going to be." - Wayne Gretzky

(T.O. for details)

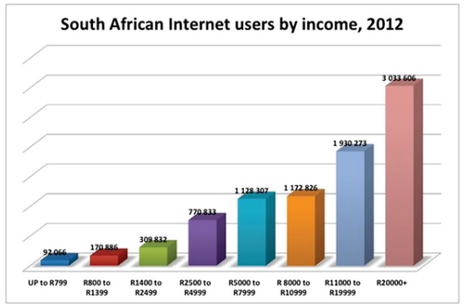
6. Recommendations (continued: 6.7 Digital v Non-Digital)

"Chris Anderson, in *The Long Tail: Why the Future of Business Is Selling Less of More*, relies on Pareto's thesis [the 80/20 Rule] to explore online commerce and illustrate a heavy tail argument, that 98 percent of all possible choice get chosen by someone [online], and the 90 percent available online often account for half the revenue and two-thirds of the profits. The point of the 'long tail' argument is that in certain Internet, digital, and **frictionless** domains, the dominance of the 'head' of the curve (a minority of things generating a majority of activity or revenue) should be somewhat less than what you would normally see in the real world. In the real world, retail stores stock only a small percentage of the CDs that are available. So consumers don't have the option of music from further down the tail, which means sales are highly concentrated: 1 percent of the CDs account for 100 percent of the revenue. On iTunes, on the other hand, every track and CD is available, digitally, frictionless, easily findable and searchable. In the digital domain, the long tail is more accessible: 5 percent of the CDs account for 80 percent of the revenue, while the remaining 95 percent of releases accounting for 20 percent of the revenue – 20 percent is a lot more than zero percent, especially in a large market. Google has been a huge enabler of this longer tail because a product near the tip is both findable and accessible." Adam L Penenberg, *Viral Loop*, p. 63.

"With more than 400 million subscribers, the mobile phone market is currently larger in Africa than in North America. Once never considered as a target market, international companies are now flocking to the continent knowing that mobile use is incredibly high in comparison to other technologies here. According to statistics provided by Vincent Maher on Bizcommunity, co-founder of Motribe, **10-11 million people in South Africa are using the Internet via mobile devices**. This figure is almost **double that of desktop Internet users** in the country and figures are even more exaggerated outside South Africa. Mobile Internet usage is allowing for wider Internet access in an African context where Internet penetration has not yet reached a high percentage of the population."
Source: www.heavychef.com/is-mobile-overhyped-in-africa/

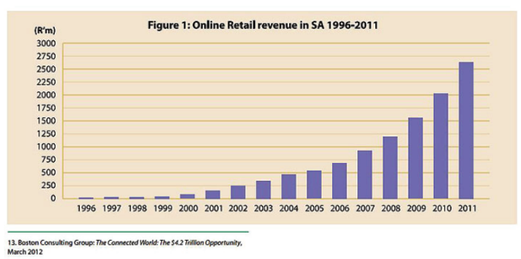
"While the Internet user base in South Africa increased to an estimated **6 million in 2008**, the growth curve of paying Internet accounts is flattening. South Africa's Internet user base is projected to reach **9 million users by 2014**." - **Source:** Wikipedia

1.



If you refer to the infographic '*South African Internet Users by Income 2012*', this graph seems to indicate approx 8.5 million unique internet users in South Africa, which is slightly ahead of Wikipedia's projection, above, and close to Motribe's estimated 10 million internet mobile device users.

2.


E-commerce

B2C e-commerce

Business-to-Consumer (B2C) e-commerce comprises both traditional retail conducted in the online space and intangible products like air ticket sales, fulfilled online.

The total spent on online retail goods in South Africa in 2010 passed the R2-billion mark for the first time, growing by 30 percent to reach R2.028-billion. In 2011, this high growth rate was maintained, with a further 30 percent increase, to R2.636-billion.

The following figure shows the Rand value of online retail each year since 1996:

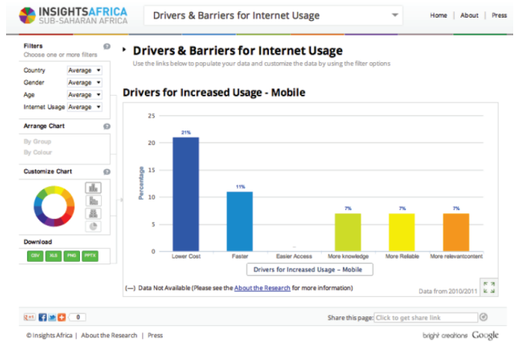
Figure 1: Online Retail revenue in SA 1996-2011

(R'm)
3000
2750
2500
2250
2000
1750
1500
1250
1000
750
500
250
0
1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011

13. Boston Consulting Group: *The Connected World: The $4.2 Trillion Opportunity*, March 2012

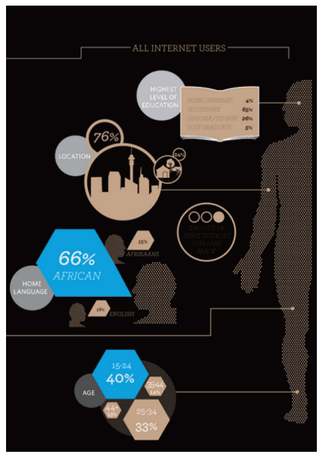
The infographic '*E-Commerce: B2C e-commerce*' shows the trend toward exponential growth in SA's consumer e-commerce. Not only does this indicate increasing penetration of internet enabled devices, but also the changing consumer behaviours as digital-life becomes more normative in South Africa. This trend is only heading in one direction.

3.



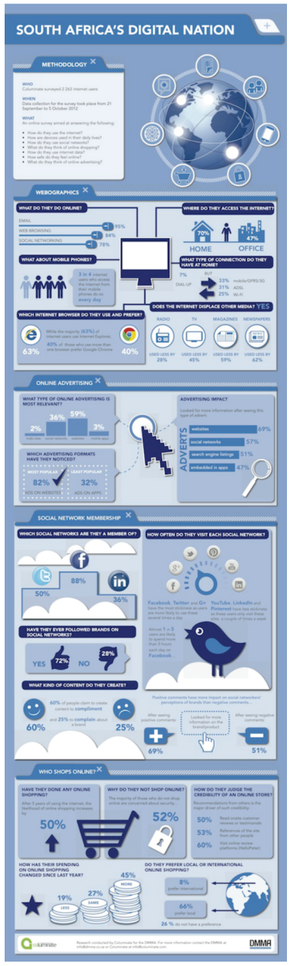
The infographic '*Drivers & Barriers for Internet Usage*' supports the prediction that internet usage will continue to penetrate a growing proportion of South African citizens. If the main barrier to usage is data cost and the speed of connection, then the unchanging tech-trend towards falling consumer costs and better connectivity will change that. The continuous improvement in intuitive user-experiences of software and hardware development means that education and previous lack of access will be minimal barriers as penetration of rural and minimally educated demographics increases, who will aspire to join the consumer digital lifestyle revolution. And join it they will.

4.



The infographic '*Internet User in South Africa demographics*' demonstrates uptake and penetration amongst relevant SA demographics for policy alignment:

- 2 in every 3 internet users are black;
- 65% of users have only secondary education (i.e. matriculants);
- 66% are African language speakers (excluding Afrikaans);
- 73% are between the ages of 15 to 34.



As Wayne Gretzky famously said, "*A great hockey player plays where the puck is going to be*." This holds as true to digital media and device penetration trends, as it does for ice-hockey. It holds true for strategy and the work of executing a strategy. It will take more than a year, probably two, to make meaningful progress in Provincial career awareness. So if we are to invest our time and resources into this initiative then we need to anticipate trends two to four years out from now.

The remorseless digital lifestyle trend becoming increasingly aspirational and normative in SA, as it is globally, means we need to align to it. Also, leveraging digital media offers the greatest reach and sustainability relative to the cost of investment. Compared to printing hardcopy documents, which quickly become outdated, digital media is more cost effective and easier to distribute.

The combination of mobile devices and social media is ideal for generating the network opportunities that are often unavailable to those based in 'jobless-communities'. Social media can facilitate and augment career awareness and mentoring programmes at a scale and efficiency not practical for 'analogue' interventions. Such programmes dovetail with the network-effect dynamic prevalent in social media. Creating these networks is critical if we are to impact the unemployment of SA's youth. These networks are another form of access point into the formal economy. If it's 'who you know' that is the universal truth, then neglecting the opportunity for social media to augment professional network opportunities will be unwise.

While leveraging digital media is a key aspect of this strategy, we recognize that not everyone in the Province has access to digital media [despite the counter-factual that increasingly more and more will have]. Digital media will not be the only medium and channel that we deliver career awareness content and services through, like industry bodies, schools, NGO and community groups. However, digital content will support and augment all non-digital channels and materials. It'll act as hub for the many spokes on the linkages-wheel, so to speak.

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