



REPORT

Commonwealth Telecommunications Organisation

Executive Summary

The Commonwealth Human Resources and ICT Forum in 2019 is an annual event organized by the Commonwealth Telecommunications Organisation (CTO) to cater to the needs of CTO members to link the processes in human resources and the constantly changing ICT landscape. The forum was held at the Holiday Inn Kensington Hotel in London, United Kingdom from the 19th and 20th February 2019. There were 51 participants from 19 member countries, representing governments, regulatory bodies, organisations involved in ICTs and organisations involved in HR management.

The opening ceremony began with a welcome address from the CTO Chair, the Republic of Fiji represented by Ms Tupoutua'h Baravilala. It was followed by welcome addresses of two other member countries the UK, represented by Oscar Tapp-Scotting from the Department for Digital, Culture, Media and Sport and Sierra Leone, represented by its Minister of Communications, Hon. Mohamed Rahman Swaray. They urged Commonwealth member countries to seize the opportunities opening up from the Fourth Revolution and use it to build efficient and productive organisations. The keynote address was given by The Rt Honourable Patricia Scotland QC, the Secretary General of the Commonwealth Secretariat. Her address emphasised the importance of organisational development and how this helps in strategic future of Human Resources. Gisa Fuatai Purcell, the Acting Secretary General of the CTO, thanked the members and participants for their presence. She went on to thank Baron Scotland for the keynote address that touched upon important issues to be discussed throughout the forum.

The theme of the forum was ***“Streamlining organisational development”***. Various issues pertaining to HR processes were discussed in detail – from moving towards a digital human resources, to securing data and ensuring privacy of data to how best to recruit new talent in this fast paced and changing context. Social media and its importance within organisations was touched upon throughout the forum discussions and dialogues. For HR professionals, the need to understand the different online processes was emphasised over and over again. At the end of the forum, priorities and lessons were identified for members to take back and adapt to their own contexts.

DAY ONE

Digital Human Resources

Chair: Letang Kekwaletswe, CTO
Speakers: Kate Rand, Agile HR; Rudolph Ayertey, Vodafone Ghana
Additional Panellists: Rohan McCalla, Office of Utilities Regulation Jamaica; Kebareileng Seane, Botswana Communications Regulatory Authority; Masego Chijoro, BOFINET Botswana

Summary

There needs to be a shift in focus on maximising the employee experience and employee development. ICTs are the perfect tools to improve HR processes and efficiency. Management development was also identified as vital to any organisation's growth. There was general consensus that AI and automation should not be seen as a threat but rather as another tool to help with HR management.

Speaker 1: Kate Rand, People and Operations Director, Agile HR, UK **Revolutionising the employee experience**

- Organisational effectiveness to look at employee experience, and focusing on knowledge skills.
- Employee engagement - Physical, Cultural and Technical - increases organisational effectiveness
- Involvement, autonomy, partnership, flexibility, reimagined organisations
- HR has to move from dictators of best practice to facilitators of success
- Designing employee experience should include the following: Experience mapping, design thinking, user research, Agile project management, evidence based decisions
- Employee engagement should be mapped as one would customer experience
- Must be human centred design

Speaker 2: Rudolph Ayertey, Head of HR Centres of Expertise Vodafone, Ghana

How ICTs have improved efficiency in order to allow HR to focus on employee and management development

- By 2025, digital initiatives will account for 76% of the global workforce
- The growth of freelance workforce is 3X as fast as the traditional workforce
- 1/3 of all professionals worldwide say work life balance is more difficult now
- Impact of ICT on HR processes: Standardisation, data warehousing, reduced biases, scalability and visibility, reduction in process time, high credibility
- HRBP, communication and engagement, performance management, shared services, learning and development are a few processes ICTs are changing
- Various Tech HR providers: Skype, LinkedIn, glassdoor, yammer to name a few
- Companies that have harnessed ICTs for HR: Netflix, Google, Airbnb, Uber, Amazon
- Staff on demand – and must involve employee and management development
- Knowledge area is the future

Panel discussion: Will automation and AI help or hinder good people management?

- a) AI and automation will help us to manage people and the work places that we have
- b) Positive. Will help create positive outcomes if alignment between culture change and ICT change is done properly.
- c) It will improve all HR processes and remove any guesswork currently in place with generation of reports, performance matrices and many other processes.

Q and A:

Q. Will it reduce human employment?

A. No not necessarily, as it will open up opportunities to reskill employees, adapt to the technological changes and embracing these changes to help organisations and companies to grow.

Q. What is an example of AI being used in HR processes?

A. Lloyds have used experienced mapping to analyse expense claims made by employees and how this process can be improved.

Q. A software was bought for an organisation but employees refuse to use it. What's your advice?

A. Employees must be consulted from the beginning so that there is ownership of the process and the impending changes. Confidence building is also key and this can be done via reskilling, management programme to reassure employees.

Q. How does can an organisation manage intergenerational workplace?

A. Case by case. Ownership of goals by groups. Feedback will be more natural. Management should be listening, building trust, even with sceptical users, but must be assured of pulling everyone in one direction.

Q. What strategies have worked best to ensure the balance between automation and keeping the organisation/company human centred?

A. Throughout any change, feedback from staff should always be sought. The human element helps in bringing in the changes and allows for greater ownership within the organisation. Automation was used for communication and non-bias but keeping the human touch.

Impact of Big Data

Chair: Brian Goulden, Consultant UK

Speakers: Katherine Mayes, Tech UK; Dr Martin Koyabe, CTO

Additional Panellists: Alden St. Clair, National Telecommunications Regulatory Commission, Saint Lucia; Maurice M Hook, Gibraltar Regulatory Authority

Summary

The human resources sector, in general, is still in infancy with regards to using big data and analysing its impact on an organisation. There are ethical challenges that must be addressed involving the amount, speed, type, variability and authenticity of such data. Other important elements to note are security, privacy and keeping legislature up to date with changing ICT trends. The challenge is how to use big data in HR processes.

Speaker 1: Katherine Mayes, Cloud Data

How big data is changing the way we work

- Big data: reflect extremely large and complex data sets with the volume of data being unprecedented
- 90% of the world's data was generated in the last 2 years as storage becomes cheaper and more accessible
- Many sectors – transport and medicine have used big data to unlock insights
- HR hasn't reaped the benefits of big data
- Most companies, should focus on data analytics and not big data as such
- Increased streamlined efficiency – with HR processes such as recruitment of people
- Organisations are using algorithms that narrow down pool of recruited people, allowing humans to make the decisions
- Work out employees' needs and how to keep people in their positions, and increasing retention rates.
- Jobs are changing and creating opportunities for new jobs

Speaker 2: Dr Martin Koyabe, Commonwealth Telecommunications Organisation

Ethical and legal challenges of using big data

- Volume: dealing with huge amounts of data.
- Velocity: the speed with how this data is being processed and received
- Variety: video, voice, data, text, real time
- Variability
- Veracity: how to trust these sources and authenticate this data
- Privacy vs. Private: How to make sure the data of the employee, how do you secure that data.
- Informed consent – intended use of data in future

Panel discussion: How can big data be used in HR management to evaluate and enhance practices?

- a) It is not yet a problem in St Lucia just yet, as is the case with many small nations. Most data is sorted in different categories.
- b) There are concerns about privacy issues. With creation of big data, privacy issues are being created. Organisations are constantly gathering data on employees. If not done correctly, it can be a huge downfall to an organisation.

Q and A:

Q. How does GDPR compliance impact the big data application?

A. It doesn't. The GDPR as well as the data protection, has always been out of date with current technologies. For example, the old data protection act was out of date when social media hit its peak. GDPR is not ready for it.

Q. What about countries that have no data protection laws? How are they enforced in these countries?

A. The GDPR in its entirety was designed to ensure that EU citizens' rights were protected and that MNCs do not make as much money on data as they were before. Some countries have put in place legislation but many still have a long way to go.

Q. What is the difference between privacy and private?

A. There is no specific answer to that but depends on context. Private means having an element of obligations. Privacy is used a lot more when mentioning GDPR, and is a lot more important and it means that it is to ensure that things are kept private.

Q. What is an example of future casting and using that to connect the data across the flow of the employee life cycle? Is there a specific example of how to use big data in pre-emptive HR?

A. Many companies are linking up interview data with people's performance reviews using algorithms. The analysis shows the relationship between performance and interview.

Information Security and Data Privacy

Co-Chairs: Keshona Pok and Seah Yong Tat, Infocomm Media Development Authority, Singapore

Speakers: Maurice M Hook, Gibraltar Regulatory Authority; Kev Jefcoate, Assured Clarity Ltd UK

Additional Panellists: Dr Abiola Abimbola, NetHost Legislation Ltd UK

Summary

Data security should be assured on two levels – infrastructure and policy. In relation to HR, the key elements are accountability and compliance as there are high risks involved when it comes to employee data. Mitigation of these risks and putting in place a solid information governance structure will help organisations manage information and data security. There must also be awareness of the liability of unstructured data and the legal and moral responsibility related to its use.

Speaker 1: Maurice Hook, Legal Counsel, Gibraltar Regulatory Authority

Ensuring Data security in the organisation:

- Data security is the process of keeping data secure and protected from unauthorised access
- Unauthorised access of personal data can cause breaches of confidentiality and privacy
- Encryption, user authentication, regular backups and data management are examples of data security approaches
- Data protection legislation provides safeguards to ensure personal data is properly protected.
- Data management goes hand in hand with data security
- Good data security revolves around two key factors: infrastructure and legislation/policy

Speaker 2: Kev Jefcoate, Assured Clarity Ltd, UK

Privacy in the work place: Monitoring employee data

- Personal data should be adequate and relevant and limited to what is necessary
- There must be transparency and the employee should know what and the method of processing
- Employee needs to be able to exercise their rights
- Personal data should not be stored for longer than necessary
- Personal data must be protected by the appropriate security

Panel Discussion: How to help prevent employees from accessing data on unsecured devices, or transferring unsecured data on their own devices?

- a) There needs to be layers of control in place to secure data
- b) There shouldn't be 100% reliance on technology and people should be the ones to design these processes.

- c) Data protection means a lot more than just protection of data is about. It is about restructuring entire systems with regards to GDPR.
- d) It is important to continuously find ways to safeguard data as technology evolves

Q and A:

Q. When considering device protection and management, what aspects should be taken into account? This is in the context of millennials becoming the majority in the workforce.

A. Whatever system and infrastructure is chosen for an organisation, it is imperative that this is done in parallel with the privacy impact assessment.

Q. Many organisations are moving away from desktop machines and working with laptops' laptops. This creates blurred lines between personal and professional use of devices and access to work. Do we have a right to do that and not give opportunity? What about personal and private data? How do you secure that?

A. There are several approaches to address this. One is to have employees bring their own devices, and ensuring that a policy is in place clearly differentiating between private and professional use. It is also recommended to have risk assessment exercises.

Q. An IT company was hired to create software. They have refused to give back the data after parting ways. Who owns the data?

A. In essence, you should understand your third party supplier agreement. Your data should still be your data. In the legal contract, it should state clearly who is who and who controls the data.

Q. Under GDPR, what is the rule of thumb that information should be kept? Such as staff that have left or applications received for a position?

A. The answer is that the word is necessary which is found in the article quoted from GDPR. A clause should be taken into account or policy is in place before that data is processed.

Recruitment and the future of skills and employment

Chair: Makoma Lusenga, Independent Communications Authority of South Africa
Speakers: Peter Crabbe, Vodafone Ghana; Devyani Vaishampayan, Human Resources Tech Partnership, UK; Dr Abiola Abimbola, NetHost Legislation Ltd
Additional Panellists: Patricia Kerretts-Kemei, Talent Management & Organisation Development Kenya; Professor Tim Unwin, Former Secretary-General CTO

Summary

The question underlying this session was whether graduates and/or entry-level employees are equipped to handle the constant evolution of the ICT sector. It was identified that recruitment is the process that is most disrupted by the technological change and that it is important to study and understand the process. Furthermore, TVET institutions and education must be strengthened

Speaker 1: Peter Crabb, Vodafone Ghana

Using technology to recruit the right talent for your organisation

- Globalisation and digitisation: technological innovations, sophisticated consumer taste, time and cost pressures, access to information, business exigencies, and process automation

- Technology is causing in data exclusion. It is making customers sophisticated. Causing companies to be smarter and better.
- Recruitment has changed over the years.
- Recruitment Software Functions: Sourcing, Applicant tracking, Recruiting analytics, on boarding
- Advantages of e-cruiting: time savings, cost effective, diverse application pool, parallel processing, success rate, data protection, enhanced candidate experience
- Opportunities: personal touch, verification/process integrity, organisational, dynamics, data security, diversity, minimal setup cost.

Speaker 2: Devyani Vaishampayan: HR Tech Partnership

New recruitment tools and how companies can embrace them.

- Invest in HR digital start-ups
- Priority for over 15,000 HR leaders is that talent acquisition is the priority still, how do you attract quality candidates,
- 25% of organisations have started using AI. It's already happening.
- Which technologies are creating new tools? Chatbots. Gamification. Robotic Process Automation. Facial recognition. Virtual reality
- Block chain: noone can change the data. Good for verification purposes. Especially for millenials – who will hold 15-20 jobs in their lifestyles. Payroll. Sexual harassment cases.
- Digital innovation is happening really rapidly. Recruitment is getting disrupted the most. Take time to understand the process.

Speaker 3: Dr Abiola Abimbola, NetHost Legislation Ltd, UK

Job village – a recruitment platform for promoting e-recruitment services across the commonwealth.

- Overview of Job village platform – e-recruitment for members of the CTO
- Very straight forward process: similar to EURES (EUropean Employment Services) recruitment portal
- One of the main objectives of Job Village is to expand and broaden the network of recruitment services to an even wider audience of jobseekers and employers all over Commonwealth countries

Panel discussion: Are universities and the higher education system providing the right courses needed for young people to enter the workforce, or is further capacitz development needed within ICT organisations?

- a) Mental elasticity. We need graduates who can handle complex situations, can problem solving, expand and teachable.
- b) Critical thinking – new things and new reasoning. Creativity. Can robots create? Emotional intelligence.
- c) Easy to find graduates who have the skills but higher education is failing employers and the students. The future of education and learning and how ICT contributes to it.
- d) Technology is designed by people. TVET is important. Sri Lanka for examples has smallest number of university entrants but largest number of TVET entrants. We need to rethink the nature of our higher education systems. Replace with technical schools and opportunities.

Q and A

Q. HR is driven by other areas when you're about to build something. How right are we in all the things we are saying?

A. Challenges are coming from outside of the area. Provoking ourselves to think of possibilities of tomorrow. Noone knows what will happen tomorrow.

Q. At what level are organisations supposed to engage with academic and educational institutes to ensure graduates fulfil the needs for organisations?

A. It is very difficult to engage with universities and the challenge is how to access universities and pushing their knowledge and experience and adapting it to changing context.

Q. Who is the ICT sector and how are we recruiting them? Are they ready for how the ICT sector evolving?

Comment: Must look into changing the education system to cater for the changing ICT landscape. Current education systems in developing countries are failing and this will have a major impact on economic growth and stability.

DAY TWO

Sustainable Leadership

Chair: Honourable Mohamed Rahman Swaray, Minister of Communications, Sierra Leone

Speakers and panellists: Juma Kandie, Communications Authority of Kenya; Rohan McCalla, Office of Utilities Regulation Jamaica; Carol David, Telecommunications Services of Trinidad and Tobago

Summary

In this session, three clear themes resonated throughout – that leadership of organisations must embrace the digital transformation fully. This must go hand in hand with full engagement between leadership and employees and stakeholders, thus building a strong and ethical culture. And underpinning these themes is the commitment to constant evolution and upgrading of available networks, tools and equipment.

Speaker 1: Juma Kandie

How the global economy is changing and how it will affect people management?

- Redefine corporate leadership to adapt to changing context
- Social media has cut off bureaucratic layers w digital natives expect communication directly from the CEO and expect to ask questions at the source
- Corporate leadership has allow for 2-way communications
- Leading people into being the brand leaders
- Changing approach to corporate social responsibility
- Build emotional connection with employees
- The global economic landscape will keep changing
- Internal and external environment is expected to change
- Leadership and people management must also change
- Line management must therefore be equipped with skills to adapt to changing context

Speaker 2: Rohan McCalla, Office of Utilities Regulation Jamaica

Mobile and leadership

- Case study: The Office of Utilities Regulation in Jamaica
- Leader and management moved to change the organisation and embraced transformational leadership
- Carrying out the change
- Improve communication
- Improve quality of management system
- Improve collaboration and reporting
- Look at existing equipment
- Change PC to laptops, to help communicate
- Benefits of using mobile technology: 24/7 access to work, increased internal and external communication, save on paper
- Help show gratitude/appreciation and build relationships

Speaker 3: Carol David, Telecommunications Services of Trinidad and Tobago

Creating ethical organisational culture and aligning culture change with technological innovation

- Using Telecommunications Services of Trinidad and Tobago as example of transformation

- Questions management posed: How can TSTT build a solution that takes into consideration all stakeholders? How can the organisation maintain its integrity and at the same time embrace digital transformation? How can the organisation maintain its integrity the standards it has maintained over its history
- Reframing the topic: building an ethical culture in this digital era
- Overview of entire organisation and how to make it more customer centric
- Issues to deal with: Low engagement, low employee satisfaction, revenue stream affected
- Building a culture: Ethical in a digital era and embracing the digital space
- Strategic planning model to look at: Vision, Outcome, Direction, Capability
- Changing business model to focus on sales, service and support
- Culture, ethics and technology
- Introducing technology
- Introduce workforce management tools

Panel Discussion: What are challenges HR professionals have to face through changing ICT cultures?

- a) Understanding the different generations within a workforce and how their digital skills are different
- b) Diversity of people and their backgrounds
- c) How to reposition ourselves with customers using technology. What does innovation look like?
- d) Insist that people adjust their mentality, then it is a long and tough journey

Q and A:

Q. How are we looking at environmental issues and our work as leaders?

A. Girls increasingly included and involved in ICT and now also including young men

Q. How can organisations manage procurement and tender processes with regards to ICT?

A. E-tender process should be aligned to procurement legislation

Comment: Wider leadership gives HR the space to maintain credibility. We must look at our own strengths and weaknesses. It is important to maintain professionalism. Everything is automated now. We have to step back and stay relevant.

Online Brand Awareness and Social Media

Chair: Patricia Kerretts-Kemel, Communications Authority of Kenya

Speakers: Joanna Kirby, Grant Thornton, UK; Lynsey Sweales, SocialB, UK

Additional panellists: Erasmo, Mbilinyi, Tanzania Communications Regulatory Authority, Tanzania; Kathy Chambers Adman, Ministry of Science and Technology

Summary

Social media is a powerful tool that can be used to recruit talent. To attract talent, organisations can tap into existing workforce and their networks. It can also be used for a variety of HR processes, not just recruitment. It is important to use social media but stay within a country's regulations and laws. To ensure proper use of social media, education and training is essential.

Speaker 1: Joanna Kirby, Grant Thornton, UK

Online brand awareness using social media to attract talent

- Talent attraction through social media can be done in three ways: Channel strategy, content strategy, and programme strategy
- Content strategy: what are you sharing to help recruit and retain talent?
- Employer brand programme strategy: Reaching graduates, school leavers and apprentices
- “People trust people”: Empower your staff to share by offering information, training and support, use advocacy tools to increase reach and communicate with talent that isn’t following you
- Positive sentiment towards your business/organisation/ministry: Use your staff to share the messages, best brand awareness – real and natural
- Employer brand programme strategy

Speaker 2: Lynsey Sweales, SocialB, UK

Creating a talent pool with social media

- Social media is a powerful tool to nurture and make aware and attract talent for today and tomorrow. Power of employees is the best form of advocacy and marketing
- Allows you to share info with a large pool of potential candidates
- It gives you a glimpse into a potential candidates personality
- When looking at CV, also look at their social media to get a glimpse of their personality
- Brings your business to life for current and future potential candidates
- Social Recruiting is a long term investment
- It is not a magic wand. Its an on-going and long term process
- Its about networking and engaging
- It’s about proactive searches
- It’s about being driven by people
- Plan/Strategy
- Case study: Deloitte - Twitter: job postings, Instagram: behind the scenes, Facebook: focuses on potential passive candidates, YouTube: employee testimonials
- People are the most important part of a business

Panel discussion: The challenges faced by organisations in the adoption and use of social media

- a) How do companies manage how information about people’s private lives and use in recruitment? How do we monitor and manage the use of social media; especially as people use it for entertainment.
- b) People need to be educated about social media. It’s your choice and it’s your digital footprint. Make a choice of what and where it is stored.
- c) Public education and educating own staff. Each organisation needs to take onus of educating people into. Awareness campaigns for education.
- d) Social media should not be the only method to recruit people. There are some things you want to ensure outside of social media. Vetting cannot be only on social media.
- e) The reality is we live in a world where people make instant judgments based on social media. Start young with teaching people about social media. How do we equip citizens to be responsible and how to express themselves well.

Q and A:

Q. What is an example of a return on investment in social media? Does it convert to increased business?

A. Air Asia used Facebook to offer 300 seats for free from KL to Australia. It went viral. And this is an example of return on investment.

Q. What is the best way to vet candidates? Should we be spying on people? In advance of others in management?

A. Even as we look at people's social media, we should still be using existing regulation in how to it is addressing privacy. Give people a chance and benefit of a doubt and give them the opportunity to answer questions

Q. How to get talent to contact company? How can we differentiate our content?

A. Using existing workforce and using their networks. Not all social media tools are for all organisations. Important to know what the message and audience to help determine which tool is best for the organisation. Social media only works if it reaches the right people for the right product.

Ensuring Industry Standards in Capacity Development

Chair: Honourable Paul Lewis, Minister of Communications, Works and Labour, Montserrat

Speakers: Fiona McClement, University College London, UK; Dora Darkwa-mensah, Ministry of Communications, Ghana; Avi Gillis, Department for Digital, Culture, Media and Sport, UK

Additional panellists: Maria Monica Levi, ARECOM, Mozambique

Summary

Industry Standards must be adhered to as organisations look at building capacity of their staff. Digital inclusion is also important in access, skills, confidence and motivation. Gender equality is another aspect to be aware of and integrating ICTs with gender equality initiatives is vital for the growth of an organisation. The more digitally advanced societies become, the more the workforce needs to adapt.

Speaker 1: Fiona McClement, University College London, UK

Sexual harassment in the workplace

- Sexual harassment in the workplace especially with regards to ICTs
- 54% of women report workplace harassment
- 40% of women and 18% of men
- Online platforms created to report anonymously, connect with correct HR professionals and guide in process of addressing problems
- Anonymous reports allow for HR to begin detailed investigations
- Provide support through chats, specialist support, policies and procedures online
- Training also developed to help management and HR deal with sexual harassment

Speaker 2: Dora Darkwa-mensah: Ministry Communications, Ghana

Gender equality and empowerment of women through ICTs

- Gender equality is not only about women, but about equal opportunity between men and women
- 2016 report from UN Trade and Development, pointed out the importance of women using ICTs

- Benefits to empowering women: increased productivity, impact positively on their communities and societies
- Still face a lot of challenges, especially in developing countries to ensure gender equality
- As women make up the majority of the workforce, it is important to train and up-skill communities about the contribution and progress that can be made if women are empowered and given the same opportunities

Avi Gillis: Department for Digital, Culture, Media and Sport, UK
Digital skills in the workplace and the training and opportunities that is provided to both adults in the workplace and also to those who are currently out of work looking to enhance their chances of being employed.

- Tackling the root causes of digital exclusion
- Developing full range of digital skills for individuals and companies
- Up-skill and improve digital capabilities
- Strong collaboration between the public, private and third sector to tackle digital divide
- Digital inclusion: access, skills, confidence, motivation
- Digital exclusion also usually means social exclusion
- Focus on outcomes
- Localized/hyperlocalised, long term
- Use pre-existing infrastructure: social, physical and public service
- Use mixed methods – digital and face to face
- Take cues from citizens' life events and experiences
- Motivation is key

Panel discussion: Will technology replace the workforce?

- a) Yes, machines can do more work than humans can in some instances. There are benefits in that it drives the search for new jobs for humans.
- b) Mozambique government has developed policies with the aim of promoting the TVET education in the country level.
- c) Companies that are digitally advanced also have workforces that are adapting to the changing

Q and A:

Q. What should we be investing in?

A. Machines are here to stay and to help. They are there to facilitate our work and create independence and communicate. Cannot generate creativity and thinking that humans have.

Q. What are the frontiers that we can look at for us to conquer?

A. All the advances are huge opportunities to up-skill and adapt the workforce. It's the soft skills that are the most important skills here. These are the skills that we need to be able to teach our children – persuasion skills and creative skills to name a few

Q. What about communities that are disfranchised in terms of culture and language and barrier challenges?

A. Online centers in the UK – provide networks for different groups of people. Allows us to penetrate into areas that is normally hard to reach

THE WAY FORWARD – CAPACITY BUILDING;

TAKEAWAYS and CLOSING CEREMONY

A group discussion chaired by Gisa Fuatai Purcell, the Acting Secretary-General looked at the lessons and priorities participants and member countries will take away from the forum. The discussions produced several common themes:

- Organisations and ministries must not underestimate the use of digital skills
- Digital HR and the new ways HR processes are changing
- Understanding the processes and how they are being disrupted by ICTs
- Focusing on the employee experience
- Providing continuous training and up-skilling for employees
- Being aware of digital inclusion; intergenerational workforce
- Importance of leadership taking ownership of changing context and how to guide organisations
- Social branding is important and effective, to be tailored to each organisation
- Data security and data privacy policies still need to be improved and updated
- Ensure that human interaction is still valued and central to all HR as processes become more automated

At the end of the last session, the rapporteur's summary of outcomes and lessons was presented to the forum. It was closed with a note of thanks from the Acting Secretary-General, Gisa Fuatai Purcell to the speakers, guests and participants for their presence and contribution to the Human Resources and ICT Forum, 2019.

CONCLUSION

Over the course of two days, the forum succeeded in bringing to the fore issues that organisations must tackle if they are to have a dynamic and effective workforce, adapted to the realities and changes of their respective contexts. The digital divide within the Commonwealth is a prominent one and questions arose on how to bridge this divide. The use of digital human resources, digitizing, managing and adapting HR processes such as recruitment were amongst the approaches organisations can use to be effective and move towards a more digitized interface.

As “digital natives” start to make up a major part of the workforce, HR practitioners were encouraged to look at changing the way HR is conducted and focus on the employee experience. Data, is becoming a bigger issue as challenges arise from not only how to manage its volume but ensuring that employee and organisational data is kept secure, private and adhering to countries' legislation, if any. Throughout the forum, another matter that was discussed extensively is how automation and artificial intelligence will change HR practices. There was a sense of apprehension as many factors were unknown such as whether this meant loss of jobs. However, solutions were put forward such as up-skilling current workforce to adapt to the changing reality and that at the end of

Social media, was discussed giving way to approaches and examples on how organisations can tap into using its potential to recruit talent. Challenges to the use of social media were identified, and participants share possible solutions for example, training employees on how to manage their online presence.

Overall, the HR and ICT Forum provided lessons, approaches and a platform that member countries will find as an invaluable source to facilitate addressing the many challenges that they are facing as organisations, ministries and regulatory bodies.