

# HR Matters

## Namibia Newsletter

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A quarterly newsletter published by PwC Namibia providing informed commentary on current developments in the People & Organisation arena.

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It's a New world - and with  
that comes the need for new  
skills.

### **Soft skill #1-Problem Solving**

Complex problem - solving is one of the top skills you'll want on your CV - or you at least need to be willing to learn. It's right up there with emotional intelligence. What's that? Emotional intelligence is your ability to identify, assess and recognise your own emotions and those of others. Your self-awareness, self-regulation and how you manage people will benefit you immensely in any working environment.

### **Soft skill # 2 -Working Independently**

Flexible work arrangements and working from home shows you have the ability to be fully autonomous.

### **Soft skill # 3-The ability to learn in any situation**

This is what we call 'learning agility' or learning adaptability. Think of it as the ability to learn a set of skills, then transfer that knowledge and those skills to another environment, project or initiative you are involved in. How we respond to change when things around us.

### **Soft Skill # 4 -Creativity**

As an employee you need to have a high level of creativity. Always think about how you can change things up. What else do you need to be working on to make sure the company or business remains relevant? This is the core skill to have when stepping into any business

\*For more information please visit  
website:<https://www.gohustle.co.za/how-to-go-digital/>

PwC



Founder and owner of Bold curiosity, Celeste Stewart has heaps of experience working with young professionals in the leadership development space. These are the 'soft skills' that employers are looking for right now. You can list all your technical skills. You can list all your programming languages. You can list all your awards, but that would not set you apart in the corporate environment.

What sets you apart is your ability to deal with conflict, to work on your own, to work under pressure, but most importantly being able to innovate and 'disrupt' like we need to do now," she says. Include a short paragraph called 'soft skills' on your resume. You can pretty much learn any technical skills but what HR Departments really want to know is how you influence people," she explains.

## **8 Questions to ask yourself**

**These questions apply to any industry :**

1. How do you pitch ideas?
2. What are you like working in a team?
3. What is your emotional intelligence like and how do you manage Yourself ?
4. How do you build relationships?
5. How did you build up that contact list?
6. How do you keep in contact with the people in your industry?
7. How do you develop relationships?
8. If you are operating in a digital space what have you actually done for a brand?



# *Is your workforce fit for the future?*

## Five areas for private businesses to focus on now



Over the past couple of years, a set of critical global forces have been reshaping how, where and why people work; at PwC we call them ADAPT. Now the COVID-19 pandemic has turbo-charged those trends.

The result is a new world of work to which organisations—not least private and family businesses—must adapt. And there’s no going back.

In what ways is this new working world different? With lockdowns forcing businesses worldwide to become virtual overnight, employees who had never worked from home before suddenly had to change lifelong behaviours.

Equally suddenly, employers have needed new ways to maintain visibility and oversight of their workforce. In each case, technology has provided the answer.



## Technology, diversity and social awareness have increased in importance

Since COVID-19 hit, organisations across all sectors have redoubled their use of technology to boost speed and efficiency. This in turn has changed the skills and priorities within businesses. And having experienced how fast they can move when compelled to, leaders are eager to maintain the pace. In our recent global CEO Survey, over 50% of CEOs of privately owned businesses said that they are planning to significantly increase their long term investments in digital transformation over the next 3 years. And in our global Family Business Survey 2021, 80% of owners said that digital, innovation and technology was a key priority over the next two years.

The pandemic has also opened up the opportunity for a radical rethink of the employee value proposition. With different generations looking for different things from their employer—including more flexible work and careers—and lifelong learning becoming the norm, businesses can now use technology to help meet these changing needs. For example, in our recent Hopes and Fears 2021 survey, 77% of respondents said that they are ready to learn new skills or completely retrain but they also indicated that they thought it was primarily for an employer to provide that training.

An important workplace megatrend accelerated by the pandemic is environmental and social awareness. Issues like climate change, diversity and inclusion and fairness are increasingly influencing people’s willingness to join and stay with a company. Again in our Hopes and Fears 2021 survey, 75% of respondents said they want to work for an organisation that will make a positive contribution to society, although not at any price.

## The difference for private businesses

While the changes described are impacting all types of organizations, their implications for private and family businesses are especially profound. Why? Because these firms’ biggest strength is often their loyal workforce, reflecting the care and personal commitment they show to their employees. A two-way trust that has been built up, often over generations. This makes it absolutely critical to ensure any changes impacting the workforce are planned and executed in the right way.

The sheer scale of the transition to the new world of work can make it daunting, especially for a private business with limited resources. However, in some ways the pandemic has boosted private businesses’ capacity for people-related change. But whatever those decisions may be, it’s imperative that leaders put themselves in their employees’ shoes—especially given today’s widespread concerns over job security. So it’s vital to consult and communicate openly about any changes being planned—and show everyone why these are of benefit not just to the business but to the employees themselves.

# Five areas to focus on now

## 1. Map out your workforce of the future

Is your current workforce right for the work that you need to do to be successful in the future?

To really succeed with digital transformation, businesses have to reimagine their organisation and their workforce. Will the mix of skills and capabilities you have today meet your needs going forward? If not, how will you build, borrow or buy those skill sets?

## 2. Update your value proposition for employees' changing needs

What is the “deal” you’re offering your people?

As employees’ needs and expectations change, the value proposition to attract and retain them changes too. Your future vision for the business should include the removal of costly, outdated practices, reflect the flexibility desired and the creation of a working environment and experience that helps people feel engaged, driven and included

## 3. Work out what virtual working will look like for you

The initial switch to home-working happened at speed. But it’s now time to advance from immediate responses to a sustainable model of virtual or hybrid working for the long term. This means understanding and planning for new – often hybrid – working patterns and office use.

It’s vital to engage with employees and take their views into account.

## 4. Realign employee reward with your real sources of value

A different workforce working in different ways requires a different approach to reward. This may mean looking beyond traditional structures and finding ways to reward and recognise positive behaviours such as upskilling, entrepreneurship or the creation of societal value aligned with your purpose and legacy. You might also consider concepts such as rewarding and recognising ongoing learning, virtual reward.

## 5. Reset performance management and incentives

The events of the past year have provided a great opportunity to press the reset button on the whole reward package but specifically on incentives - focussing on how to set targets and determining what performance should be rewarded. The changes usually include a greater focus on recognition, both financial and non-financial but also raises questions around the role of performance management in a virtual working environment.

# No Time to Lose

*Perceived risk they might be put in the “too difficult” box and left for later. They shouldn’t. Start laying plans today, and engage with your people to see how they envision the future of work for themselves and your business.*





# REMchannel Statistics

## *Annual Salary increments – on the road to Recovery yet?*

From our previous publications and review of remuneration trends with specific reference to anticipated annual salary adjustments, we wish to continually share the trends and movements since 2020 and monitor how increases are impacted.

The average NCPI statistics were reported as follows:

**3,6%**

*NCPI for October 2021*

**3,7%**

*Average CPI over past 6 months*

**3,3%**

*Average CPI over last 12 months*

We've noticed an overall improvement in the expected annual increments from December 2020. Statistics from REMchannel reflected on the right indicated the anticipated increases over the next 12 months from the Namibia National dataset.

Package Approach	Actual % increases over the past 12 months	Anticipated % increases for the next 12 months
<b>Executives &amp; Management</b>		
Basic Salary +	4,4%	4,6%
Total Package	3,6%	3,4%
<b>General Staff</b>		
Basic Salary +	4,7%	4,0%
Total Package	3,9%	3,9%
<b>Unionised Staff</b>		
Basic Salary +	4,5%	4,0%
Total Package	3,5%	2,8%

# *Talent management during challenging times*



# *Talent management challenges during the Covid-19 pandemic*

Globally, the pandemic has resulted in various cogent challenge in organisations to name but a few - salary cuts, retrenchments, remote working, delayed/deferred salary increments, promotions, appointments and other physiological effects.

According to business research by Herman Aguinis & Jing Burgi-Tian, they determined that most organisations do not implement state-of-the-art performance management systems and, instead, just have performance appraisal systems that typically involve a once-a-year evaluation assessments, with little effort to provide feedback and coaching on an ongoing basis, therefore mis-alignment between employee performance and the organization's strategic goals and objectives. These systems merely focus on past performance and rarely incorporate achievement of long-term strategic initiatives.

Management and leadership should take cognisance when setting performance goals to align goals and measurement specifically to the organisation overall strategic plans and objectives. For example utilising the corporate balanced scorecard to design the performance management goals and metrics will assist with alignment of over business objectives to each employee.

Considering the past few years with the unpredictable economic circumstances, management should also take cognisance of potential unforeseen situations such as these and how the targets set pre-crisis may be achievable and measured - in essence to allow for revision should these events happen in future.

Herman Aguinis & Jing Burgi-Tian have suggested below recommendations on how to adapt and improve performance management that will help organizations navigate crises like COVID-19:

- Measuring results in addition to behaviors, not just hard metrics, but how people react to situations.
- Measuring adaptive performance.
- Conducting stay interviews to retain top performers.
- Implement a multisource performance management system and
- Collecting and use performance promoter scores.

# Employee Recognition in the Workplace & Importance thereof



As the year winds down and emotions are high with pressure mounting for tasks still to be completed before the festive break, employees tend to feel drained and frustrated.

It is against this backdrop that discussions around recognition are on the increase and motivation is required to keep the momentum going. So, what is and why is employee recognition important in the workplace.

Employee recognition is the ACT of showing appreciation and acknowledgement of employees for contributions to the organisation that links to the company's purpose, mission, and values.

As human beings from time to time we need to be assured that our efforts are noticed and appreciated. And this is especially true now more than ever as everyone is juggling post-pandemic life and rediscovering balance between pressures of home life and work life.

With the use of the term Recognition most would relate this to monetary awards, but these acts do not necessarily have to be monetary. A simple recognition can be a public or private acknowledgement to thank you for your efforts. And simple recognition goes a long way.

## **So why is recognition so important in the workplace?**

From an article published by Efront we look at some of the benefits of recognition within the workplace.

### **Make employees happier**

Happy employees are more productive. Being recognized gives your staff the feeling of job mastery and that they are a great fit for their role and for the company.

Acknowledgment can also improve productivity, enhance loyalty, and promote collaboration. To add, the workplace should be an environment where positive reinforcement is promoted and constructive feedback is embraced.

### **Improve employee retention**

Hiring your staff only marks the beginning of the employee cycle. Next, you need to train, develop, motivate to them to perform, and ultimately, keep them. So, how do you keep your company's most valued asset? The answer – incentive programs.

Employee retention is the ability of an organization to retain its employees. Employee rewards and recognition is one of the possible approaches to retain your staff. One example can be financial incentives such as raises, bonuses, and stock options.

Employee recognition gifts are also a great plus – for example, a gift card from their favorite store or a token of appreciation for every five years of service. Incentive programs as means of employee recognition in the workplace is a great way to show appreciation for your employees, keep them motivated, and make them stay.

### **Cultivate a culture of self-improvement**

Another benefit of employee recognition in the workplace is that it can be the foundation of cultivating a culture of self-improvement. One of the best ways for staff recognition is to provide them with opportunities to learn and make themselves better at what they do. To take it a step further, it will also be great to incentivize learning – reward those who have taken the time to focus on self-improvement.



### Boost morale

The way your organization's leaders manage your employees also plays a significant factor in employee motivation. Letting your staff know their hard work is being recognized by the management can help motivate your company's most valuable asset.

A simple greeting before and at the end of the day is an obvious but sometimes overlooked form of recognition. Saying a sincere thank you and apologizing for some misunderstanding can be subtle ways of showing appreciation and respect. These small gestures may seem quite trivial. But, these are some of the best (and most cost-effective) ways of employee recognition in the workplace.

You'll also be surprised that having a company culture that promotes these simple ways of showing appreciation as staff recognition can have a big impact on staff morale and productivity.

So as the year draws to close it may be important to look at some ways to recognising employees in your organisation. These initiatives may not necessarily need to be monetary and in some cases a simple thank you may be sufficient. What is important is knowing what incentives would make your employees feel recognised.

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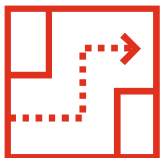
**ITAS Information Session**  
24 November



**Ethics and NOCLAR Training**  
25 November / February 2021



**Basic Accounting Training**  
23 - 25 November / February 2021



**Tax Symposium for the Mining Industry**  
29 November - 1 December



**Governance, Risk  
Compliance & Fraud  
Prevention**  
1-2 December



**Webinar on  
Zero-Based Budgeting**  
3 December

# *Festive Greetings*

*We would like to wish all our valued clients a blessed Festive Season and a Prosperous 2022.*

*Kindly note the P&O and REM Consulting team will close-off 2021 by 17 December and the PwC offices will close for the holiday break from 22 December and will re-open 4 January.*

***Be blessed and safe during the festive break.***

