HR Matters

Namibia Newsletter
3rd Edition 2022
October 2022

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

To subscribe to this newsletter visit
https://www.pwc.com/na/en/publications/hr-matters.html

pwc

In this edition

Investing in solutions that will help businesses solve faster, solve more and realize more value.

It all adds up to
The New Equation.

See how The New Equation can solve for you

In defense of "quiet working"

It's certainly not as catchy as "quiet quitting," the buzz phrase of recent months. But not everyone is disengaged from their jobs.

Article by Adam Bryant

As the idea of "quiet quitting" went viral in the summer of 2022, the question in the early weeks was whether the phrase would be just a clever piece of alliteration regarding the need to set boundaries between work and personal time, or a real social phenomenon. It's clearly the latter. A recent Gallup poll of US workers found that the number of people who say they are actively disengaged from their jobs is rising, and now makes up nearly half the workforce.

What's going on? Part of the answer may be that, with so many employees working from home since the start of the pandemic, the emotional ties to companies have weakened. Also, people have been under a lot of stress, and all the uncertainty and disruption has taken an emotional and psychic toll. Another explanation is that the younger generations are recalibrating the role that work plays in their lives, and don't want to make the kind of sacrifices that they saw their parents make.

There is a part of me that applauds people for setting more boundaries. But in all the talk of quiet quitting, it feels like work is getting a bad name these days—and it shouldn't. "Quiet working" as a hashtag isn't quite as catchy as quiet quitting, but some of us in the admittedly old-school camp need to speak up on behalf of work.

I like to work. I find it rewarding. I like learning new things, figuring things out, and doing new things. I've never not had a job, and often had more than one. I was always working during high school and college. I had paper routes. I washed dishes. I worked in factories, and on an oil rig in western Canada one summer, digging ditches until I was promoted to roughneck on the drilling platform.

A lot of the jobs were a grind. But I made up challenges for myself to do them faster, better, and more efficiently. In my summer washing dishes at a resort, for example, my coworker and I figured out techniques to keep up with the relentless mountains of dirty plates arriving from three different restaurants in the hotel.

All these little challenges that I created arguably were pointless, but they made the time go faster and kept things interesting. Lisa Gersh, a veteran CEO and board director, told me in an interview how she kept things interesting in an early job as a cashier in a grocery store before the age of scanners. "The work could be really boring, so I figured out how to make it more challenging," she said. "I memorized all the prices in the store. I was the human scanner. It almost became like a circus show. People would come in my lane just to watch me do it."

In the hundreds of interviews I've done over the years, one of my favorite stories came from William D. Green, former CEO of Accenture and now a director on many boards. I've yet to hear a better anecdote that captures the meaning of work ethic. "I was recruiting at Babson College," Green told me. "This was in 1991. The last recruit of the day—I get this resume. [It] is very light—no clubs, no sports, no nothing. Babson, 3.2. Studied finance. Work experience: Sam's Diner, references on request."

Green added: "Here comes this guy. He sits. His name is Sam, and I say: 'Sam, let me just ask you. What else were you doing while you were here?' He says: 'Well, Sam's Diner. That's our family business, and I leave on Friday after classes, and I go and work till closing. I work all day Saturday till closing, and then I work Sunday until I close, and then I drive back to Babson.' I wrote, 'Hire him.' He had character."

That's work ethic: Sam had faced a set of challenges and figured out how to juggle both school and helping his family business. He didn't see himself as a victim. He was proud and confident. Green added: "You sacrifice and you're a victim, or you sacrifice because it's the right thing to do and you have pride in it. Huge difference. Simple thing. Huge difference."

Don't get me wrong. I'm not being Pollyannaish. I get that a lot of employees feel disengaged because their work is boring or repetitive, or because there is simply too much of it. And there are still too many bad bosses roaming the earth, making life difficult for their people and their teams.

But based on the reader comments I've read in the articles about quiet quitting, it seems to me that the phrase is like a Rorschach test for people in terms of their relationship with their company. Their reaction depends on whether they see their employer as an adversary or as a team that they joined—one they have a responsibility to help.

But there's more going on here. Leaders need to raise their game and do their part to make work more engaging and crack down on bad managers who make life miserable for their teams. They need to more clearly articulate how people can contribute and what is expected of them. Companies need to rethink the "why" behind return-to-office policies, for example, so they don't just feel like ham-handed directives based on a lack of trust in employee productivity.

This issue of quiet quitting is fraught, and I want to be clear that there is a balance of shared responsibility here. Bad bosses give their employees plenty of reasons to throw up their hands and disengage. Companies need to make work more engaging beyond just coming up with lofty purpose statements. But let's also give a shout-out to the value of a strong work ethic.

A lot of companies are making progress and doing their part to try to figure out the new world of work. And so are the #quietworking employees. Green's story captures a quality I've always admired in many people:

they own their job, whatever it is.

Article by [Adam Bryant](#)

REMeasure®
Online Job Evaluation and Grading made easy, precise and unbiased.

Overview

Although job evaluation is alive and well in most organisations it is fairly evident that many jobs have not been evaluated for a number of years and that a simple "map and place" methodology is still being adopted. It is therefore wise to be proactive by analyzing your remuneration practices and policies in relations to the value and worth of jobs.

REMeasure® job evaluation tool is an internet based job evaluation system that provides a easy and balanced method to accurately measure and evaluate any position from cleaner to Top Executive level.The system allocates a point score and a Paterson grade to the job, which can be correlated to any other public or in-house grading system.

The system is designed to be quick, simple and user friendly. It is quick and easy to enter information about a job or to copy or import data from existing spreadsheets. The evaluation of a job is a seamless exercise, taking the evaluator through a limited series of straightforward and balanced questions.

About REMeasure®

The REMeasure® system measures jobs using 8 factors, consisting of one preliminary factor, two input factors,three process factors and two output factors. The input, process and output factors and the respective weightings used are outlined in the tables below:

Preliminary banding factor (Factor 1)								
Input			**Process**			**Output**		
Factor	Weighting		Factor	Weighting		Factor	Weighting	
	A to D	E to F		A to D	E to F		A to D	E to F
Qualifications, knowledge & skills (Factor 2)	15%	10%	Problem solving (Factor 4)	15%	10%	Financial impact (Factor 6)	15%	40%
Experience and training (Factor 3)	10%	10%	Communication (Factor 5)	15%	10%	Influence (Factor 7)	20%	20%
			Working environment (Factor 8)	10%	-			
Total input	**25%**	**20%**	**Total Process**	**40%**	**20%**	**Total output**	**35%**	**60%**

A unique feature of REMeasure® is that, on many of the factors, evaluators can select more than one answer. Experience has shown that incumbents answering questions on computerised job evaluation systems frequently indicate that more than one answer would be appropriate.

REMeasure® allows the selection of multiple answers, scoring the job at the highest answer given. This flexibility makes the evaluation exercise less stressful for the incumbent and limits manipulation of the final outcome of the grade.

Explore More

The Leadership Agenda

Helping to shape the workforce of the future

Sharp, actionable insights curated to help you shape the workforce of the future. Learn how to solve the great resignation equation, understand the key forces shaping a winning workforce strategy and future-proof your workforce plan.

Explore More

The power of people reimagined

Shaping the workforce of the future

When your whole world changes, you can't run your business the same old way.

Watch this [short video](#) to hear how our workforce specialists can work with you to help shape the workforce of the future.

[What to know more?](#)

pwc

Meet the four forces shaping your workforce strategy

Specialization. Scarcity. Rivalry. Humanity. Companies that understand—and harness—these forces will have an edge in creating vibrant workforces capable of achieving sustained, positive outcomes.

By Bhushan Sethi,Blair Sheppard,and Nicole Wakefield

If you lead, manage, or plan a workforce, you're familiar with disruption—and have seen a lot of it lately, including geopolitical and social crises and the biggest public health emergency in living memory. And you've spent time and energy on everything from designing remote and hybrid work experiences, to understanding the "great resignation," to simply trying to keep your people safe.

Against this backdrop, you need to keep sight of the urgent, fast-moving workforce challenges you face—without losing sight of the long game. You need to inspire and support your people now, even as you help them redefine the nature of their jobs and roles so they can thrive in a highly uncertain future. Only by getting the balance right can you create the kinds of sustained outcomes that will benefit the company, your workforce, and even society.

A good place to start is by grounding your thinking in a better understanding of the dynamics that your workforce strategy arises from, and that it depends on. Four underlying forces—specialization, scarcity, rivalry, and humanity—have been shaping workforces at key points throughout human history, and they're highly relevant again today. Taken together, the forces offer a framework to help companies understand the interplay between workforce strategy, business strategy, culture, and technology. For example:

- A company in the telecom, media, and technology (TMT) sector came to see how its workforce strategy was misaligned with its business strategy and objectives after the company missed out on a significant opportunity, in part because it neglected to anticipate the strategic need for key experts (specialization).
- A large financial-services company recognized that broad skills deficits among employees (scarcity) were contributing to poor customer outcomes—and were in fact a symptom of a bigger cultural problem the company urgently needed to address.
- A large service-sector company slowed its specialist recruiting in cities where competition was fiercest, choosing instead to build a strong presence and feeder network in smaller cities with significant untapped potential (rivalry).
- A coalition of more than 250 companies banded together to improve workforce diversity in their own organizations, while also pushing a much wider set of collective priorities that would improve racial equity in the local community (humanity).

This article will highlight how companies are navigating the interplay of the four forces to help create a more future-ready workforce, and then lay out some practical steps that leaders can take in their own workforce planning. For many leadership teams, the resulting conversations will almost certainly have bigger strategic and organizational implications—and that's the point. Workforce considerations are at the heart of everything your company is and does, and by grounding your thinking in the four forces, you can keep that lesson front and center for your management team.

First, though, let's examine the forces themselves.

strategy+business
a *pwc* publication

Meet the four forces

Navigate the interplay of four forces to create a more future-ready workforce.

Business strategy

Specialization

The expertise we obtain and build to succeed

How can we anticipate the roles we'll need (and the roles being displaced)?

Humanity

The good we do for our people—and the world

Does our company purpose resonate with our people?

Workforce strategy

Rivalry

The reasons employees choose us over competitors

Are we winning now? How can we win as our requirements change with our strategy?

Scarcity

The talent shortages and skills deficits that could harm our performance

Where are we short on talent now? What skills will we need?

Source: PwC analysis

Four forces have shaped workforce strategies at key moments throughout human history—and they're at it again.

By understanding how the forces have operated in the past, you can better prepare your contemporary workforce to weather tomorrow's challenges.

For the full article and more information click here to download the PDF

In the shift to hybrid work, don't overlook your in-person workforce

by [Bhushan Sethi](#) and [Peter Brown](#)

Many knowledge workers have more flexibility in their jobs than ever before. But in-person workers are feeling overlooked and underappreciated, and many are at risk of leaving.

This is the first of a series of articles looking at sentiments among key segments of the workforce, based on PwC's Global Workforce Hopes and Fears Survey 2022. Future articles will look at the perspectives of younger workers and women.

> " In-person workers are significantly less engaged and less satisfied than people who can work from home, and more than one-third of them may soon look for another job.

Business leaders are highly focused on the shift to hybrid and remote work right now, but they may be overlooking the in-person workforce—factory workers, nurses, delivery people, retail staff, and others whose jobs cannot be done remotely. According to PwC's recent Global Workforce Hopes and Fears Survey 2022, these workers are significantly less engaged and less satisfied than people who can work from home, and more than one-third of them may soon look for another job.

The survey, one of the largest of its kind ever undertaken, was conducted in the spring of 2022 and drew responses from more than 52,000 workers in 44 countries. Of the total base of respondents, more than 23,000 (or roughly 45%) do not have the option of working remotely—not because of company policies but because of the nature of their jobs.

Labor is an important priority in all market conditions, but it's an essential one in the highly complex current environment. The challenges of the past few years have caused many workers to change jobs, change careers, or exit the workforce entirely. Labor constraints are having a dramatic impact on industries ranging from healthcare to airlines and hospitality. Moreover, as companies seek to transform and grow, they need to bring their people along—particularly those who have the institutional knowledge to help rethink processes and boost automation efforts. Given these circumstances, the vast in-person workforce is a key resource. If the people who show up to work each day at the office, the store, or the factory are not happy, companies are at real risk of losing them just when they need them most.
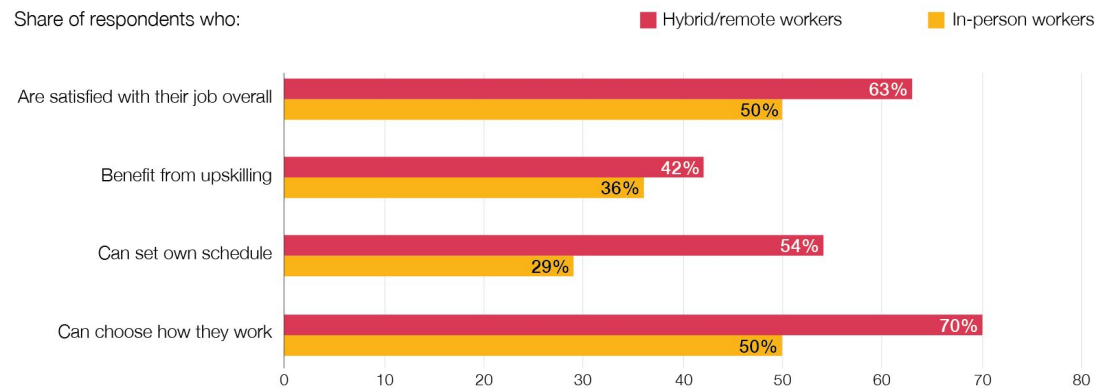
A central finding from the research is that this cohort is less engaged at work than hybrid or fully remote workers, across a range of metrics. Some findings appear to reflect the underlying characteristics of the jobs themselves. For example, in-person workers are less able to set their own schedules or choose how they do their jobs. But other findings highlight deficits that should transcend job descriptions.

As the chart below shows, compared to people who work hybrid or fully remote, in-person workers are less likely to be satisfied with their job; less likely to benefit from upskilling initiatives offered by their employer; and less likely to feel that their work has a significant impact on their team's performance, that they're fairly compensated, that management considers their viewpoint when making decisions, that they can exceed what's expected of them, and that they can be creative or innovative in their job.

It is no surprise, then, that more than a third of these workers are extremely, very, or moderately likely to switch to a new employer in the next 12 months.

In-person workers are less engaged at work than hybrid and remote workers

Share of respondents who: ■ Hybrid/remote workers   ■ In-person workers

Are satisfied with their job overall	63% / 50%
Benefit from upskilling	42% / 36%
Can set own schedule	54% / 29%
Can choose how they work	70% / 50%

(Scale: 0 10 20 30 40 50 60 70 80)

Source: PwC's 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories

The findings should raise concerns among business leaders, for several reasons. First, replacing talent is expensive and disruptive. Companies that become more proactive and systematic about retaining in-person workers can boost employee engagement and morale, leading to enhanced productivity, greater retained expertise, and less time and money wasted on replacing talent.

Moreover, there is a broader social element to retaining in-person workers. Many of these people perform critical services that allow society to continue functioning—and enable the rest of the workforce to operate from home. As companies set more ambitious environmental, social, and governance (ESG) goals—particularly the social aspect—they risk a reputational black eye if they take their own workers for granted.

Gauging empowerment among in-person workers

To learn if people around the world felt empowered—or disempowered—at work, we looked at four well-understood dimensions of empowerment drawn from academic research: autonomy; performance/job impact; meaning and belonging; and confidence/competence. By surveying workers on these dimensions (through a total of 12 questions) and then calculating the degree to which the dimensions were both important to people and present in their work lives, we constructed a simple empowerment index, which we then used to evaluate different segments of the workforce.

In line with our other findings about the in-person workforce, the index shows a significant gap in empowerment between those who have the option of working remotely and those who don't. Index scores declined as time spent in the physical workplace rose, with fully remote workers scoring highest and fully in-person workers scoring lowest. The clear implication? Across multiple dimensions, the in-person workforce feels disempowered compared to their colleagues.

Author Profiles:

Bhushan Sethi is the joint global leader of PwC's people and organization practice. Based in New York, he is a principal with PwC US and an adjunct professor at New York University's Leonard N. Stern School of Business.

Peter Brown is the joint global leader of PwC's people and organization practice. He has more than 20 years of experience helping large multinational corporations redefine the way work gets done and create innovative talent ecosystems that build enabled and agile workforces. Based in London, he is a partner with PwC UK.

As companies think through their workforce strategies, taking a few critical steps can help.

1. First, make sure that the in-person cohort receives the same amount of consideration as remote and hybrid workers. New ways of working clearly pose challenges in terms of productivity, but there is a real risk in senior leaders focusing most of their time and attention on remote-work issues.

2. Second, measure employee sentiment, over time, to understand which factors are successful in boosting engagement and morale among the in-person workforce, and where the organization can improve.

3. Third, look for ways to increase the autonomy of in-person workers. Encourage them to make suggestions about how their work can be done better, and empower them to act on those suggestions. Create some degree of flexibility in terms of scheduling. For example, enable workers to have more say in setting schedules, and allow workers to trade shifts.

4. Fourth, invest in upskilling initiatives; they are a key driver of empowerment and engagement. They send an explicit signal to workers that they are worthy of investment, and they help workers feel that they are good at their jobs and in control.

* Last, leaders should make sure that in-person workers—and all workers—feel that they are contributing to the company's broader purpose.

As much of the working world pivoted to hybrid and remote work—a shift that looks increasingly permanent at many organizations—in-person workers have continued to show up each day. But as our research shows, they haven't shared equally in the benefits of that shift. Companies have a choice. They can do nothing and watch those workers leave. Or they can acknowledge the critical importance of in-person workers and take steps to make their work more engaging, meaningful, and fulfilling—creating stronger organizations overall.

Knowledge Share |
What 52,000 people think about work today

PwC's Global Workforce Hopes and Fears Survey 2022

Learn @ PwC | PwC Business School Events

PwC Digital Learning Solutions

E-learning Webshop

Ethics and NOCLAR Training
1 November 2022
Click to Register

IFRS Summer Updates
16 November 2022
Click to Register

Professionalism & Workplace Ethics
22 November 2022
Click to Register

Grow @ PwC: Enroll for a short course at PwC Business School.   Training calendar : www.pwc.com/na/en/events
Please note we do not offer public training sessions during the months of December and January.

We are a community of solvers combining human ingenuity, experience and technology innovation to deliver sustained outcomes and build trust.

It all adds up to
The New Equation.

See how The New Equation can solve for you