

HR Matters

Namibia Newsletter

First Edition 2023

March 2023

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

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Role Profiling and Your Organization

The world of work is changing at a rapid pace and with it, the nature of roles inside an organisation. Role profiles are important touch points for companies to refer to amid the uncertainty of change

The combined HR and business value that a role profile brings to an organisation is therefore almost impossible to estimate, but certain to increase into the future.



Effective organisations tend to invest time in understanding their structure. Organisational structure is the grouping of the functions or departments in the organisation. The functions in the organisation are made up of roles and roles are created in order to divide the responsibilities and objectives of the function. People, based on their knowledge, skills and capabilities are assigned to roles in order to perform vital tasks that achieve business objectives.

Role Profiles: Their Value and Uses for Business

Role profiles help the incumbent of the role understand their scope of work; including their responsibilities and limits in the role, as well as the outcomes and tasks to which they will be held accountable. Role profiles also help the managers of a team ensure that no tasks are duplicated or neglected. Good role profiles also serve as guides for creating succession plans and career paths for employees.

A useful application for the role profile in the eyes of a line manager is to manage team members' performance. Defining the tasks and responsibilities in the role profile acts as a guideline for managing and monitoring performance.

In addition, should an employee be terminated for poor performance, an accurate role profile can help an organisation defend their case or decisions, therefore serving as an important legal defence.

Different aspects of a comprehensive role profile can be used across the entire HR value chain. The minimum requirements for the role in terms of education and experience, together with the job purpose and competencies, make up an abbreviated version of the role, known as the job spec. The job specification is typically used for recruitment purposes to advertise for a vacancy and to identify the most appropriate person for the role. The competencies and complexity level of the role assist in creating competency-based interview questions and knowing what dimensions to use in psychometric assessments.

Therefore, a well-constructed role profile can assist greatly in the selection process, therefore ensuring that the organisation gets the right people in the right roles. The role profile is also used in the orientation phase of new hires. A good, comprehensive role profile can guide managers and HR professionals in how to induct new incumbents and orientate them to their responsibilities.



REMeasure®

*Online Job Evaluation and Grading
made easy, precise and unbiased.*



About REMeasure®



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.

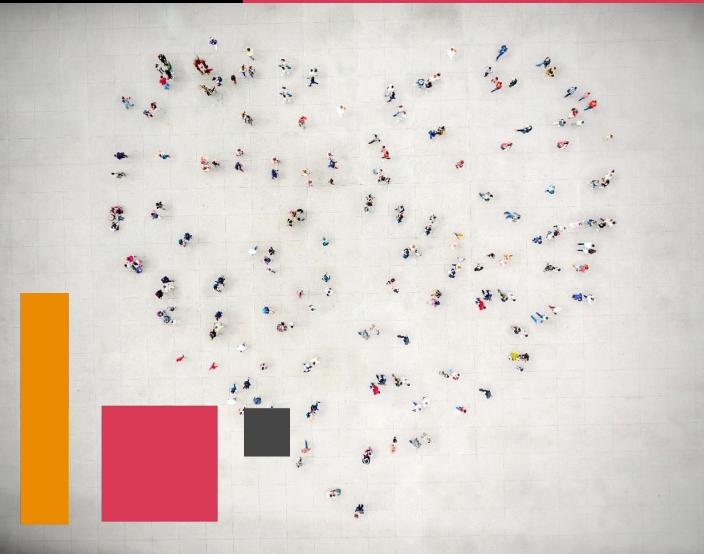
The REMeasure® system measures jobs using 8 factors, consisting of one preliminary factor, two input factors, three process factors and two output factors. The input, process and output factors and the respective weightings used are outlined in the tables below:

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%
				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](#)



Total Wellness

Reimagining the Total Reward model

“ Total Wellness

As we continue to navigate life after the COVID – 19 pandemic, we see a greater movement by organisations within the development and maintenance of wellness programs.

In our previous newsletter we touched on the idea of “quiet quitting” and we’ve all heard of the great resignation and how organisations continuously fight for the attraction and retention of talent.

With that in mind a recent article from Joy Mwangi a Manager within our Kenya office shed some light on the move away from the Total Rewards model to what she says to the Total Wellness model.

This is defined in the article as “A state in which an individual has optimal physical, emotional, mental, social, career and financial wellness”. This may enhance the continuous and evolving employee and employer relationship.

While there may still be a greater impact expected on remuneration with the rising inflation, this should not be done in isolation but rather the “Total Wellness” to ensure not only affordability but sustainability for the foreseeable future.

Below is some interesting research that was done and shared within the article on the importance that employees attach to their Total Wellness:

- **Physical Wellness** - The importance of healthcare benefits has doubled more-so post Covid-19.
- **Emotional Wellness** - Working with good co-workers ranked 1st in one of our surveys.
- **Mental Wellness** - Our latest Global CEO Survey found that **61%** of CEOs are worried about the declining wellbeing (more so mental health) of their people.
- **Social Wellness** - **60%** of survey respondents cited ‘my team cares for my well being’ as an important factor when considering a job change.
- **Career Wellness** - When asked the top reason for looking for a new job, **69%** of respondents cited wanting a fulfilling job.
- **Financial Wellness** - Being fairly rewarded financially for work ranked first, with **71%** of the respondents citing financial reward as an important factor when considering a change in work environment.

With the above we may need to relook at our current “Total Wellness” model to ensure it is fit for our current environment as well as the ever changing environment. This can only happen with open and honest conversations between employees and employers to ensure this model is customised to fit.

<https://www.linkedin.com/pulse/world-work-evolving-total-reward-needs-keep-pace-joy>



Younger workers want training, flexibility, and transparency

by [Bhushan Sethi](#), [Peter Brown](#) and [Yalin Zhao](#)

Younger workers want training, flexibility, and transparency

This is the third in a series of articles looking at sentiments among key segments of the workforce, based on PwC's Global Workforce Hopes and Fears Survey 2022.



Younger workers can be a tremendous resource in terms of innovation, creativity, and energy—provided that companies engage them in a transparent way.

When business leaders look to the future, they need to consider external factors like the market forces shaping their industry. But they also have to take a close look at an important internal factor: the younger people who represent the future workforce. Understanding the wants and needs of younger workers can give companies a clear talent advantage.

What do younger workers want today? According to [PwC's Global Workforce Hopes and Fears Survey 2022](#), their biggest priorities are training, development, flexibility, autonomy, and transparency on social issues.

The survey was conducted in the spring of 2022 and drew responses from more than 52,000 workers in 44 countries and territories, making it one of the largest workforce surveys ever conducted. Of that group, generation Z workers (ages 18 to 24) comprise 11% of the respondent base, and millennials (ages 25 to 41) make up 46%.

One key distinction among younger workers is that they are more vocal in their demands than their older colleagues. More specifically, they are:

- Twice as likely to ask for a raise in the next 12 months (with 41% of both gen Z and millennials saying they were extremely or very likely to do so, compared to 20% of baby boomers).
- More than twice as likely to ask for a promotion in the next 12 months (38% of gen Z and 37% of millennials, compared to 16% of boomers).
- Three times as likely to switch to a new employer in the next 12 months (27% of gen Z and 23% of millennials, compared to just 9% of the oldest respondents).

“ ”

These numbers should be alarming to business leaders already facing struggles to retain talent. Younger generations make up the largest segment of the workforce and, as baby boomers retire, will comprise an even larger cohort in the future.

If they're not happy—if they're told to simply follow orders handed down from the corner office—they will either leave the company, or they'll stay and post their concerns on social media, leading to internal distractions, lost productivity, and a reputational black eye for their employer.

Conversely, younger workers can be a tremendous resource in providing innovation, creativity, and energy. Companies that engage them in a transparent way can more effectively achieve business objectives, adapt to a fast-moving business environment, and outperform the competition.

The good news is that, by revealing the priorities of younger employees, the data points a way forward. Companies that understand those priorities and adjust their workforce strategy accordingly can more effectively attract and retain young talent.



Generation Guide

The Baby Boomer Generation – born 1946-1964

Generation X – born 1965-1979

Millennials – born 1980-1994

Generation Z – born 1995-2012





A growing demand for the skills needed to succeed

A clear theme in the survey results is that younger workers are more concerned than older workers about having the skills they need to advance in their career. A quarter of gen Z and millennial workers say they are extremely or very worried about being overlooked for development opportunities, compared to just 11% of the oldest cohort. They are also more worried about being replaced by technology, with 38% of gen Z and 34% of millennials citing this as one of their top three career issues, compared to just 19% of boomers.

Perhaps most striking, younger workers are far more likely to be concerned about employers not teaching them the relevant technical or digital skills needed to advance in their career: 44% of gen Z and 43% of millennials named this as one of their top three concerns, compared to 29% of boomers.

Some of these differences may stem from older people already having an established career path—and potentially being closer to the end of their career than the beginning. In addition, some disparities have likely been exacerbated by the pandemic. Consider that employees in their early 20s have never experienced a “normal” working environment in which they show up at an office five days a week. In those environments, it was far easier to gain knowledge from more senior people firsthand and learn informally about what’s required to rise in an organization. In fact, the lack of in-person time at the office has put many younger workers behind in terms of career skills such as in-person communication, problem-solving, and the social and emotional components of work.

Regardless of the root causes, younger workers are sending a clear signal to leaders that they want more training and development, particularly in newer technical and digital skills. And given the (likely permanent) shift to hybrid work, they will need more career guidance, coaching, and mentoring—all of which will require companies to rethink how they can best support remote and hybrid workers and foster a strong learning culture through both in-person and virtual channels. Notably, technical skills are teachable. But softer skills like collaboration, communication, and conflict resolution often are not—and the younger workforce will need to learn these firsthand, through interactions with colleagues.

The flow of skills can also move in the other direction, through reverse-mentoring initiatives that empower younger workers to partner with executives and guide them in areas such as technology or social issues. Reverse-mentoring gives younger workers a voice, builds relationships across generations, and sends a clear signal that younger workers have valuable contributions to offer.





The Role Of AI in The Human Resource Management Environment

“Human resource management is organizing, coordinating, and managing employees within an organization to carry out an organization’s mission, vision, and goals. This includes recruiting, hiring, training, compensating, retaining, and motivating employees”

This shows one the role of human resource management in an organisation. With the rise of artificial intelligence, this role could somewhat be changed for the betterment of an organisation but also in the detriment of the human resource.

This rise of AI in the workspace could significantly impact the workspace, as a business is to make a profit. “Profit is the lifeblood of business, without which no business can survive in a competitive market. In fact profit making is the primary objective for which a business unit is brought into existence. Profits must be earned to ensure the survival of business, its growth and expansion over time. Profits help businessmen not only to earn their living but also to expand their business activities by reinvesting a part of the profits”.

To understand the way in which AI will be able to significantly affect HR in the organisational space, one needs to first understand what artificial intelligence is and its advantages and disadvantages in a workspace.

Artificial intelligence is the “the ability of a digital computer or computer-controlled robot to perform tasks commonly associated with intelligent beings. The term is frequently applied to the project of developing systems endowed with the intellectual processes characteristic of humans, such as the ability to reason, discover meaning, generalize, or learn from past experience”. From this definition of AI, it can be seen how its role in human resource management could be paramount for an organisation but with benefits, disadvantages always follow. This will be shown in the table below.

Resources:

Coursera, 2023. (<https://www.coursera.org/articles/human-resource-management>). 24/03/2023

*Yourarticlelibrary, 2023.
(<https://www.yourarticlelibrary.com/business/business-objectives-5-most-important-objectives-of-business/2336>). 24/03/2023*

Britannica, 2023. (<https://www.britannica.com/technology/artificial-intelligence>)



Advantages and Disadvantages of AI in Human Resource Management

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none">• Can make HR in organisations a streamlined process.• Less human biases• Allows one to invest in other aspects of one's business as the human resource aspect will not be as invested in anymore.• Increased accuracy and reliability.• Streamlining recruitment process by automating job posting, job evaluations, organizing interviews and answering candidate questions.	<ul style="list-style-type: none">• Racial Bias - As these systems were created by a certain race, the AI systems will be more inclined and used to choosing names that they are more familiar with. Systems are familiar with whiter sounding names, because that will be the name of its creators. In the HR space, AI systems will be more inclined to choose a James Maxwell rather than a Kulilomo Mbataba and the former will be more familiar because of the creators of the system.• Too dependent on certain keywords in order to have the system follow a pattern for human resource management.• Requires an improved skill set for the operators to have to be able to set up and run checks and balances on the AI systems.



The rise of the use of AI in Human resource Management is something that is inevitable. The way in which it is allowed to perform and gain a foothold in the industry is how one will be able to see if it is to the advantage of the human resource or to the detriment of the human resource.



Knowledge Share | The Leadership Agenda

Our workforce collection

Sharp, actionable insights curated to help global leaders build trust and deliver sustained outcomes





Ahead of the launch of our thought leadership piece, '**Africa Business Agenda: Workforce Perspective 2023**', we asked Dayalan Govender, PwC Africa People and Organisation Lead, to highlight some of the forces that drive the digital divide in the world of work across Africa and how we can help organisations overcome this challenge.

Look out for the report for further insight.

[**Watch the Video here**](#)

Namibian Income Tax Amendments 2023

Income Tax amendments were signed into law by the president on 29 December 2022 and are published under Government Gazette number 7992.

Individual taxpayers can now deduct up to N\$150 000 pension and retirement fund contributions from their income before the application of the tax.

This is part of the amendments made to the Income Tax Act, which had an effective date of 1 January 2023.

The amendment to have sizeable pension, retirement and education policy deductions upped from N\$40 000 has been on the cards since the days of former Minister of Finance, Calle Schlettwein. However, it took some 11 years for there to be an update on the deductible amount. In 2019, when an amendment to the rule was announced, Schlettwein had said an update was necessary to improve savings and local investment.

This means that everyone who has a deduction of pension and retirement fund contributions that is less than the amended 150 000 will be exempted from tax on pension, and retirement fund contributions, this should be amended on the payroll system and back dated which will then result in back pay to individuals that has a full annual value of the tax amendment. It gives the man on the street more to work with in relation to their net/ take-home pay.

This is a great effort from the government to ensure the growth of investments in the Country.

The Ministry of Finance have also alluded to the amendment to individual income tax rates - but this will only be published during 2024.

For more information, [click here](#) to access the 2023 Annual Budget Review publications

Recent tax amendments - important to ensure payroll processing amended accordingly

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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

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