



HR Matters

Namibia Newsletter

4th Edition Nov - Dec 2017

Are your managers hoarding talent?

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

Compiled by:

mari-nelia.hough@pwc.com

Talent hoarding is where individual managers ensure that their top talent remains on their team longer than what is good for the company and the employee.

In the ever changing corporate environment, there is a movement to promote the transfer of employees amongst various business units to not only allow for employee development and retention, but also for idea sharing and transfer of best practices. However this movement does not happen that easily due to the phenomenon known as **“talent hoarding”**. There are numerous negative people management and business impacts resulting from talent hoarding.

“Talent hoarding is so damaging because if a firm’s top employees are restricted from developing and moving; they won’t wait, but instead, they will quickly accept a better external opportunity!”

This problem has remained hidden because no manager would admit to it, and also because our corporate cultures have not considered employee rotations/movements as a beneficial people management tool.

The 8 most common talent hoarding tricks and how to discover them:

1. “Not quite ready yet” coaching by the manager.
The subtle but quite approach of a manager’s regular one-on-one employee coaching and feedback sessions where the manager coaches and tries to convince a top employee that they are “close, but not quite yet ready” for the next position.
2. “Under-rating” top employees.
The afore-mentioned advice is normally supplemented with a pur-

poseful “just below the threshold” performance rating.

3. Managers limit high visibility work assignments outside this team. Managers are well aware that when top performers become visible to other managers, it’s only natural for them to be targeted for internal movement. So hoarding managers, in order to reduce the internal visibility of their top team members, may purposely restrict them from serving outside their team.

4. Purposely not listing high potentials and those ready for movement - keeping them hidden.

5. Restricting employee development/training opportunities - may subtly restrict or discourage their top talent from attending trainings or pursue opportunities which would further develop them.

6. Punishing employees because a manager perceives them to be disloyal - sad but true, managers proactively and often subtly punishes an employee they perceive to be disloyal.

7. Hoarding may be unintentional - managers inability to assess an employee’s potential.

8. Limiting employee access to information revealing internal opportunities.

Internal staff rotations or talent movement plays an important role in the overall growth and success of organisations, but is almost universally under managed.

Does your organization promote this movement or are your managers hoarding talent under the radar?

Source: Article by Dr. John Sullivan, September 25, 2017

To subscribe to this newsletter visit

<http://www.pwc.com/na/en/tax-services/subscription.jhtml>



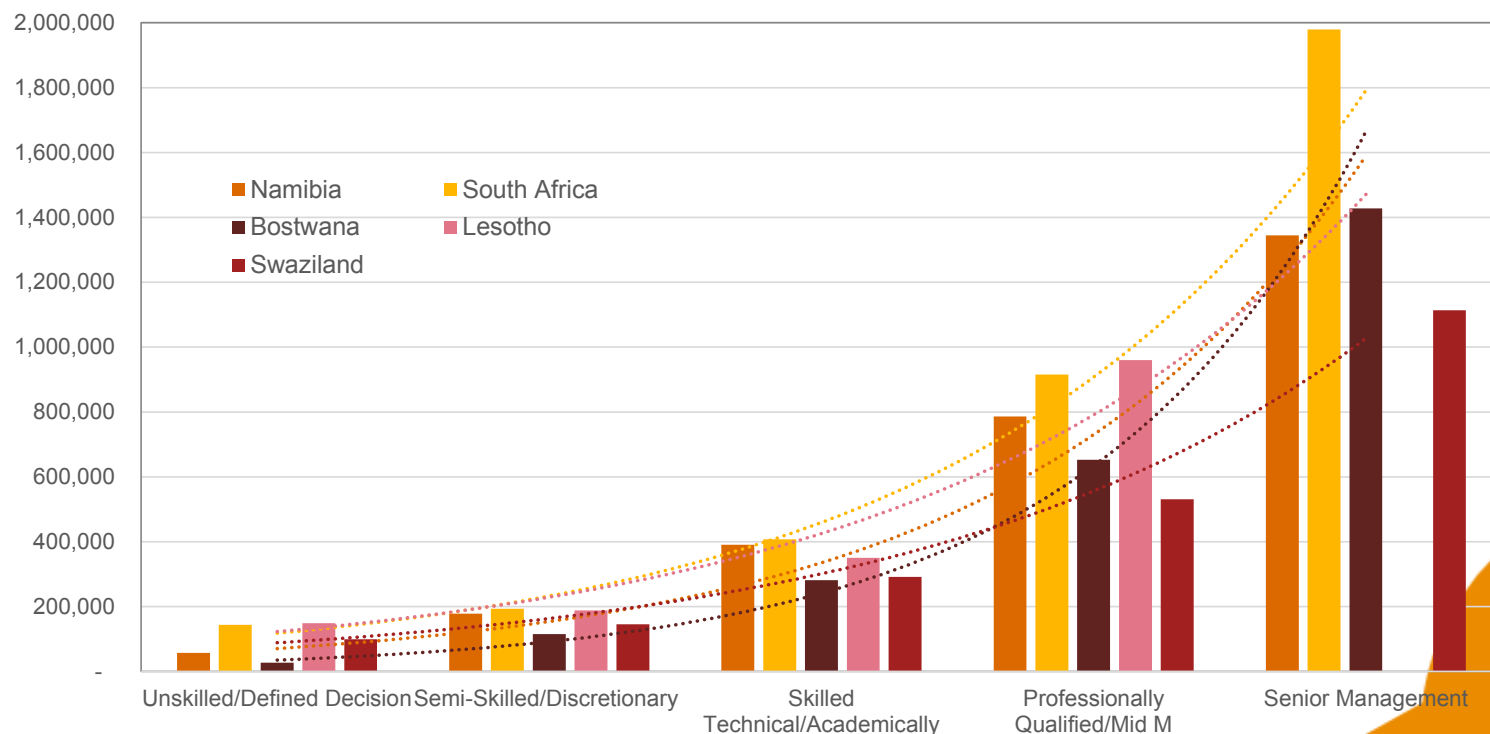
Our 2017 Employee Benefit Survey launched in November, for more information and how to subscribe [click here](#).

PwC's REMchannel® Namibia Stats

With every months publications, we analyse data from our subscriber database. Here are some statistics from the survey as published in **November 2017**

All this information and more is available at your finger tips if you subscribe to REMchannel® the largest online salary survey in Namibia.

SADC Regional Comparisons



For more info contact mari-nelia.hough@pwc.com or [click here](#) to visit our website and please join our survey today!

International pay benchmarks could be relevant where employers recruit across borders and as a general guideline to manage pay equity in multinational organisations. However, they **can be problematic**. Challenges when comparing pay between different countries include i.e. differences relating to tax rates, statutory social security and pensions contributions/benefits, general cost of living and currency stability. Our January 2018 newsletter will include an article that will discuss these considerations in more detail.

mari-nelia.hough@pwc.com

37,807
Active Namibian
datapoints

REMchannel®
Salary Survey
subscriber stats:

102
Namibian Companies
subscribed

16
of Namibia
Industry Circles

The Impact of Performance Management on Millennial Employees.



Are you maximising your millennial employees' potential?

We would like to wish all our valued clients a blessed Festive Season and a Prosperous 2018.

Kindly note our office will close 15 December and will re-open 8 January.

People remain your organisation's greatest competitive advantage. But are you maximising your millennial employees' potential?

By the year 2030, **Millennials will comprise roughly 75 percent of the workforce.** Millennials will become the largest generation represented in the workforce. To understand what they want from an effective performance management system, it is essential that employers know them on a fundamental level: what they aspire to, what they prioritize, how they think, and how they are motivated. This ultimately will have a massive impact on engagement, retention, and recruitment.

Millennials, expect feedback on a more regular basis compared to other generations who view managerial attention as a type of performance improvement plan. **Millennials want precise, helpful information detailing what they are doing right**, what they are doing wrong, and how they can improve. This is the only way they can excel at their jobs and provides a clear idea of how they should set goals and objectives.

Giving Millennials feedback alerts them on areas in need of improvement. The main purpose is to help them understand where they stand in relation to the expected performance and behaviours.

In essence, Millennials want regular, development-focused feedback, and they want to know the transparent process and steps to help them get to the next level in their career. Feedback delivered right after client engagements helps managers do a better job of coaching and allows Millennials to process and apply the advice more effectively.

Recognition are one of the factors that motivate millennials more than money. It is human nature to want acknowledgement for efforts and accomplishments. Millennials are no exception, they want to be recognized and rewarded at least once per month. This is a result of their demand for feedback, as well as having conversation with manager's recent successes.

Millennials **loath performance ratings.** Performance ratings are seen as a way to punish subordinates by managers, merely to get the performance review done. Ratings are not linked to development plans or goals. Most millennials view rating process as not transparent enough, vague and unfair. Millennials **crave learning and career growth.**

Ways to Better Manage Millennials:

- Give frequent, specific and transparent feedback
- Establish a reverse mentoring relationship
- Provide work/life balance
- Make work challenging
- Put them in teams
- Motivate with incentives



graham.van.staden@pwc.com

Knowledge Share | PwC Surveys



2017 Employee Benefits Survey

Launch in December 2017

What is it - This comprehensive piece of research provides organisations with the ability to benchmark the competitiveness of benefits such as leave, housing, travel allowances and retirement funding and communicate the market practices effectively to employees.

Why should you join - In Namibia a managers' TGP comprises around 40% benefits, these typically include: retirement, medical, housing, vehicle, and in some instances, a guaranteed end-of-year bonus. Since the employee is largely focused on the TGP, they do not always consider the value of these benefits and the real cost that the company incurs to provide them.

When will this happen -

- Confirm participation by September 2017
- Complete online questionnaire by December 2017
- Report publication March 2018

How to participate— email imogan.waterboer@pwc.com or call +264 284 1253

Non-Executive Directors Remuneration

What are non-executive directors paid in the Namibian market?

In Namibia, it has been a challenge to obtain benchmark data for non-executive Director remuneration. It therefore gives us great pleasure to launch Namibia's first Non-Executive Director remuneration survey.

The survey will focus on:

- Board composition – selection criteria, race and gender
- Committee composition – race and gender
- Quantum of board and committee meetings
- Quantum of board and committee remuneration
- Board and committee benefits and variable remuneration
- Board and committee incidental allowances

Please **contact us** if you are interested to partake in the survey.

Pay Structuring - Diane Auld 30-31 January 2018

PwC Business School,
344 Independence Avenue, Windhoek
[Click here](#) for more details

This is a practical workshop covering the essential skills required to draw up pay structures for the organisation, balancing out the myriad of conflicting issues such as internal equity, external equity, organisation culture, cost of implementation and economic influences. Aspects covered in detail during the course of the workshop are the following:

- Terminology, concepts and purpose of pay structuring (Overview of Pay Structuring)
- Grade Basis for Pay Structure
- Pay Base for Pay Structure
- Market Positioning for Pay Structure
- Pay Structure Mechanics; Pay Slope, Pay Ranges, Pay Overlap, Smoothing the Pay Curve
- Drawing up a Pay Scale
- Costing Anomalies
- Reviewing Pay Structures



Hans Hashagen
hans.hashagen@pwc.com
Tel: +264 (61) 284 1063

Mari-Nelia Hough
mari-nelia.hough@pwc.com
Tel: +264 (61) 284 1070

Ndapewa Hangula
ndapewa.hangula@pwc.com
TEL: +264 (61) 285 1205