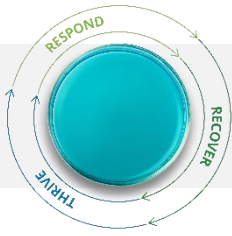


**Deloitte Namibia**

**Human Capital**

**COVID-19 Flash Survey: Unpacking the impact on employee experience**

**June 2020**



# COVID-19 Flash Survey: Unpacking the impact on employee experience

## Introduction

The March 2020 COVID-19 Flash Survey demonstrated that there is considerable uncertainty in the wake of the COVID-19 outbreak. Given the gradual lifting of the hard lockdown measures in Namibia, our second survey aims to gauge the impact on the employee experience during this time. This survey provides an authoritative account of levels of support, leadership effectiveness, the transition back from remote working as well as what the future of work for organisations in Namibia might look like.

As highlighted in our previous survey, COVID-19 has forced organisations into the Fourth Industrial Revolution and has demonstrated the need for increased organisational resilience and community well-being by embracing virtual collaboration tools and practices. The Future of Work is no longer a concept, but a major reality for Namibian organisations.

Namibian organisations have been impacted by COVID-19 in different ways. For some, working virtually has come easily and might have increased employee productivity and morale due to the flexibility it creates. For others, particularly in the hospitality and tourism industry, the consequences have been less favourable even with the hard lockdown measures being lifted recently.

Seventy-seven companies provided input into this survey, for which we extend our sincere gratitude. This report outlines the results of the survey which we trust that you will find insightful in this unprecedented time.

Please contact our Human Capital team as detailed in the contacts page should you have any queries or concerns.

Kind regards

Abel Akayombokwa  
Partner  
Deloitte Namibia



## **COVID-19 Flash Survey Results**

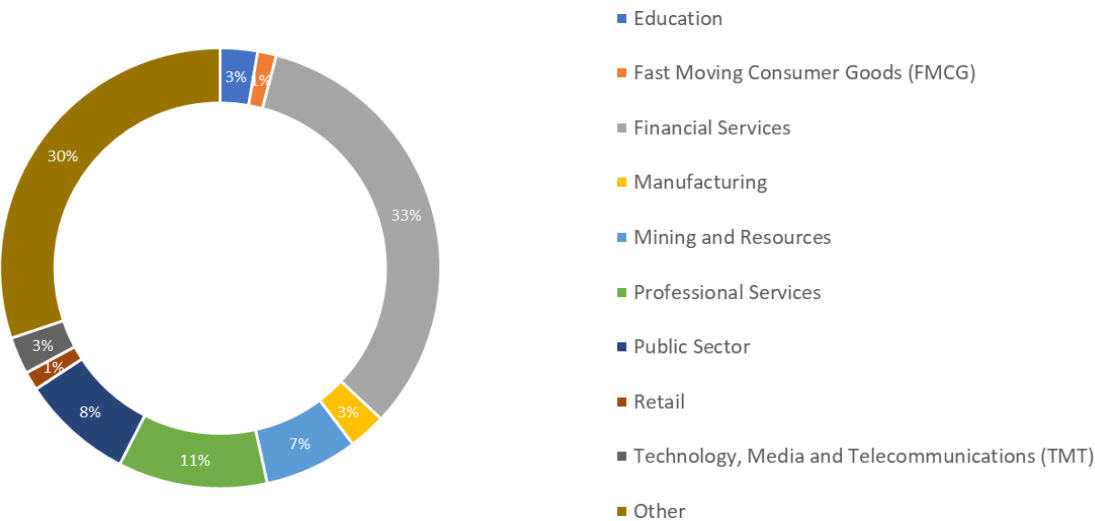
### *Trends & Insights*

# COVID-19 Flash Survey

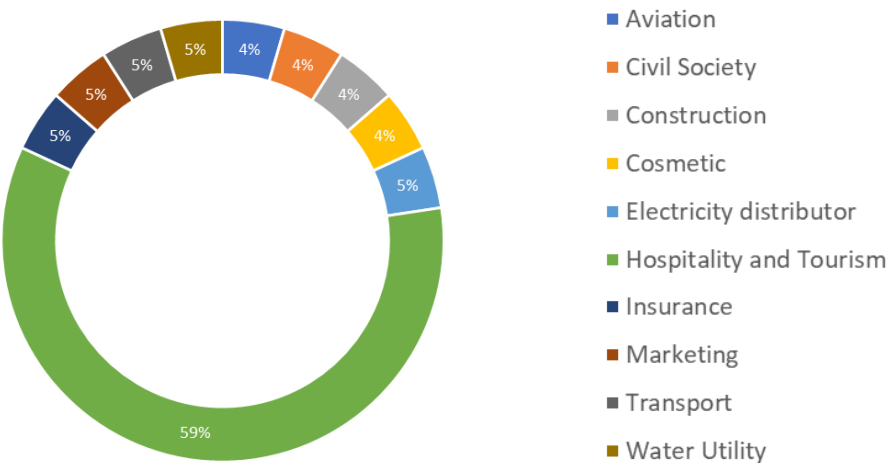
## Trends & Insights

### Demographic Results

Which Industry does your organisation fall under?



Thirty percent of respondents' organisations fall under "other" industries:



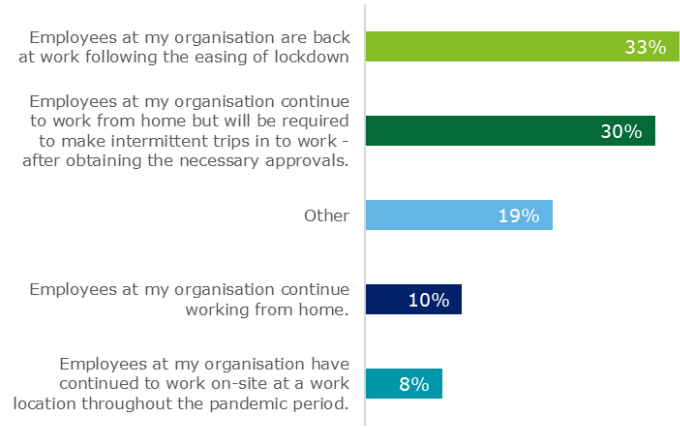
There has been a significant increase in the amount of responses from the Hospitality and Tourism industry, representing 59% of the responses within the "other" category. In the previous survey, Deloitte received less than 2% of responses from the Hospitality and Tourism industry.

# COVID-19 Flash Survey

## Trends & Insights

### Question 2

Which does your organisation best identify with?

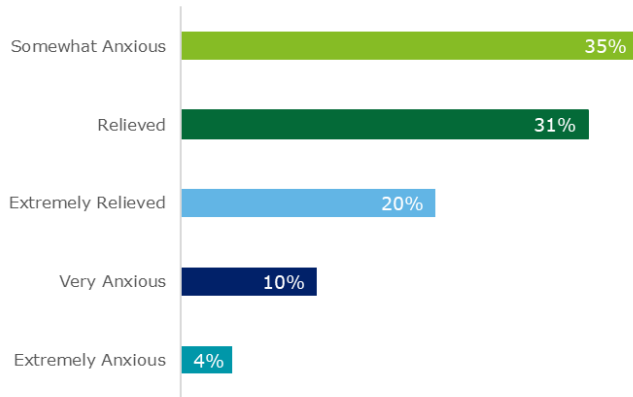


Responses that indicated that they identify with “other”, included:

- In the Hospitality and Tourism industry, only essential office staff have continued to work from the home or office, whereas lodge or operational staff are either on forced unpaid or paid leave. In some cases, hunting and guest farms have continued their operations in order to conserve wildlife and continue with anti-poaching and feeding programs.
- Other comments mentioned that organisations are adopting a mixture of half of the workforce working from home and half working from the office. Some organisations have implemented shifts, with core business employees continuing to work from the office, while support services work from home.

#### Question 3

What is the general feeling in your organisation about the hard lockdown measures being lifted?



Comments from respondents have been summarised below:

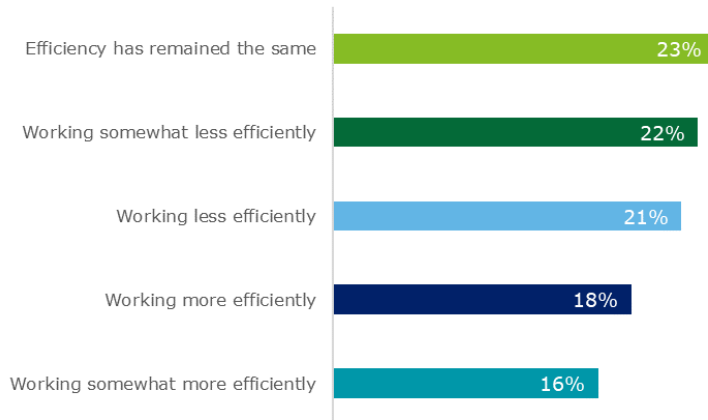
- The results demonstrate a divide between employees who are relieved to return to the office and those who prefer to continue with their current working from home arrangements.
- Respondents who indicated the general feeling they are experiencing is anxiety, stated that:
  - The "worst is yet to come" and that being at work is still a risk, even though employers have issued employees with personal protective equipment (PPE).
  - Employees might not be ready for the sudden return to work.
  - With the rise in imported cases and hard lockdown measures lifted, Namibia might be forced into another lockdown.
- Respondents who indicated the general feeling they are experiencing is relief, stated that:
  - Measures taken during the hard lockdown were too extreme for Namibia.
  - The Hospitality and Tourism industry is relieved, however, will only start to begin recovering once borders have been opened and tourists can travel to Namibia.

## COVID-19 Flash Survey

### *Trends & Insights*

#### Question 4

Do you feel your employees are/were working efficiently from home when compared to an office environment?

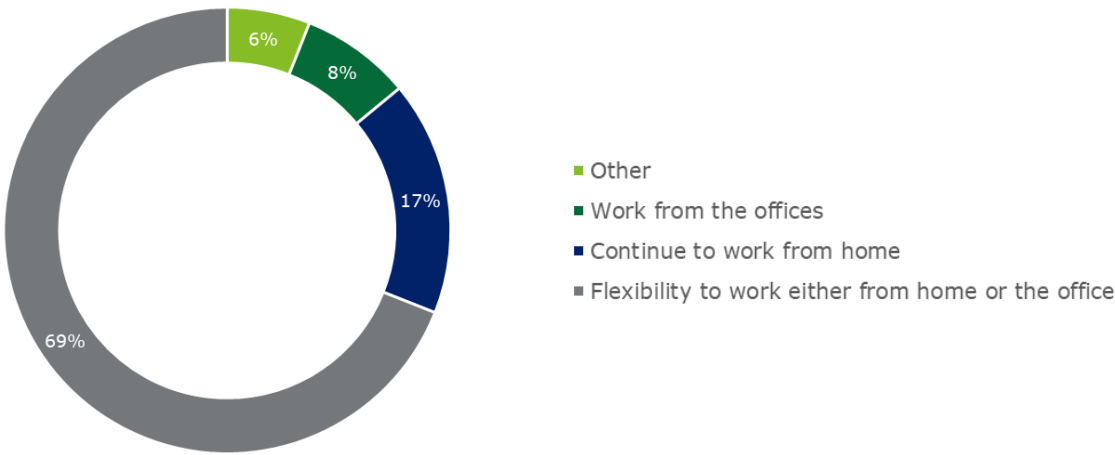


#### Comments from respondents have been summarised below:

- The feedback suggests that for those who could work from home, some employees were more efficient while others had challenges which prevented them from being as efficient as when working from the office.
- Respondents who indicated an increase in efficiency stated that:
  - Specialist and management level employees were more efficient.
  - Employees worked flexible hours and were measured on output and productivity.
- Respondents who indicated a decrease in efficiency stated that:
  - Mid to lower level employees required micromanagement and check-ins in order to remain efficient and productive.
  - Employees who had Information Technology (IT) and connectivity issues were less efficient.

Question 5

Based on your current understanding of COVID-19, if you had a choice, what would your preferred work situation be?



Responses that indicated that their preferred work situation would be “other”, included:

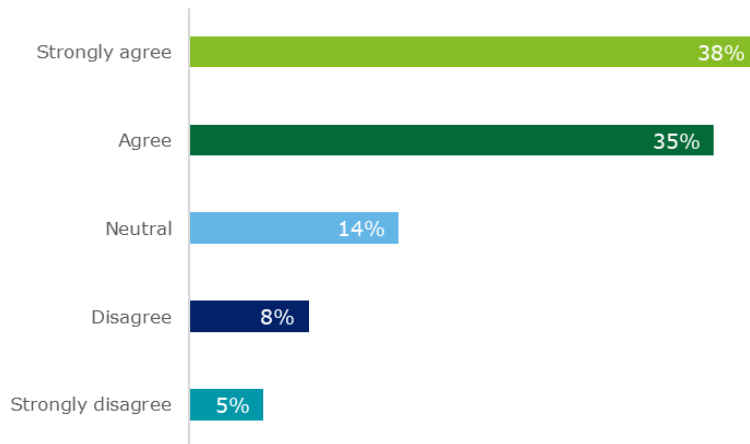
All “other” responses came from the Hospitality and Tourism industry, who cannot function working from home or the office alone.

# COVID-19 Flash Survey

## Trends & Insights

### Question 6

Leadership's communication has been clear and effective during the COVID-19 situation



Comments from respondents have been summarised below:

- The majority of respondents indicated that their organisation's leadership communicated clearly and effectively, however, for some, communication was clear but slow and therefore less effective.
- Those that indicated "disagree", noted that leadership had to be prompted to communicate, which was not clear and/or effective.

In the March 2020 COVID-19 Flash Survey, 100% of respondents stated that their organisation has communicated with them regarding the COVID-19 outbreak. The results from this survey demonstrate that though communication from leadership has been taking place, it may not be efficient and clear enough.

There is a fine balance between communicating without having all of the facts and being late to comment. Deloitte has seen leading companies adopt a policy of shorter, more frequent communications based on what they do know and filling in details later. Where there is no narrative from leaders, the teams and stakeholders may start to fill the void with misinformation and assumptions. Setting a regular cadence with a clear voice is critical. Incomplete or conflicting communications can slow the organization's response rather than providing better guidance.

In a time of crisis, trust is paramount. This simple formula emphasizes the key elements of trust for individuals and for organizations: **Trust = Transparency + Relationship + Experience<sup>1</sup>**

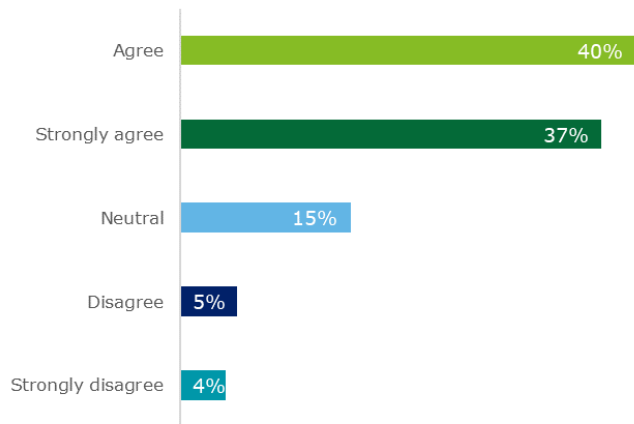
<sup>1</sup> [The heart of resilient leadership: Responding to COVID-19: A guide for senior executives](#), Deloitte, March 2020.

# COVID-19 Flash Survey

## Trends & Insights

### Question 7

Leadership and immediate supervisors/managers in my organisation have been supporting employees in their efforts to adapt to organisational changes

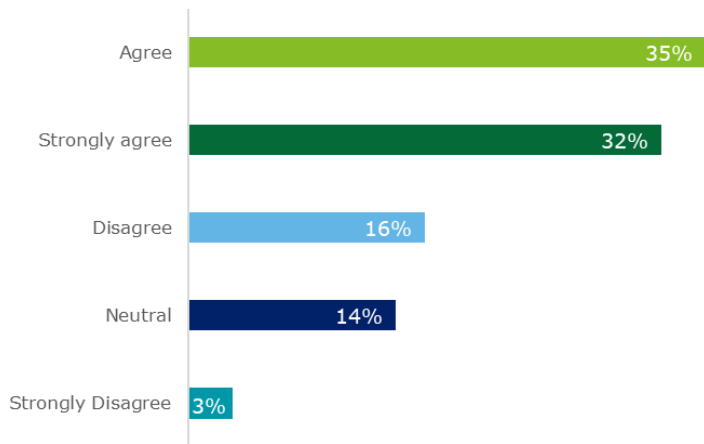


Comments from respondents have been summarised below:

A lack of planning by managers/supervisors following the ease of the hard lockdown measures and move back to the office has created anxiety amongst employees.

### Question 8

Leadership and immediate supervisors/managers in my organisation are supporting employees in their efforts to balance work and personal life during the COVID-19 situation.

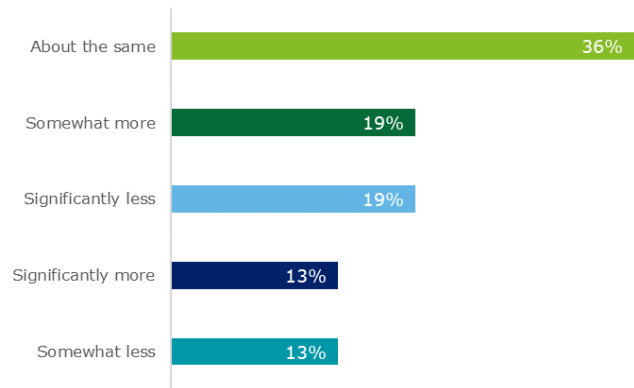


Comments from respondents have been summarised below:

- Respondents who indicated that they agree that leadership has been supportive stated that:
  - Leadership has fully supported and encouraged the balance between work and personal life.
- Respondents who indicated that they disagree that leadership has been supportive stated that:
  - Managers/supervisors have not allowed for flexible working hours, especially for those who are home schooling.
  - Greater workload and working hours for those still employed in organisations where there have been retrenchments is unsustainable.

Question 9

How have employees' working hours in your organisation changed when compared to prior to the COVID-19 situation?

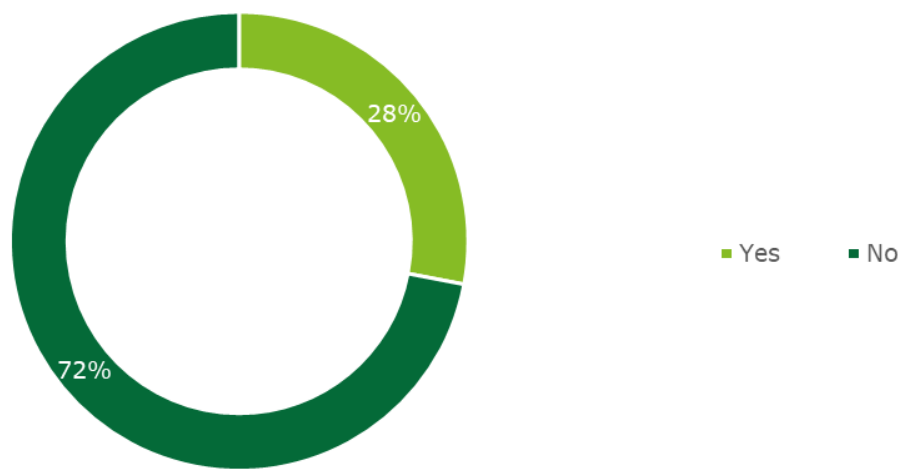


Comments from respondents have been summarised below:

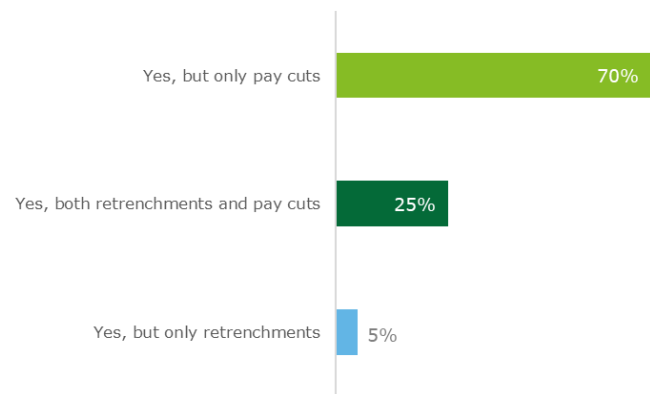
- Respondents who indicated that working hours have decreased stated that:
  - Due to no work being available, work hours have been reduced to almost none.
  - Employees have been placed on a half-day work and half-day pay package.

Question 10

Has your organisation experienced retrenchments and/or pay cuts because of the COVID-19?



If yes, which statement is applicable to your organisation?



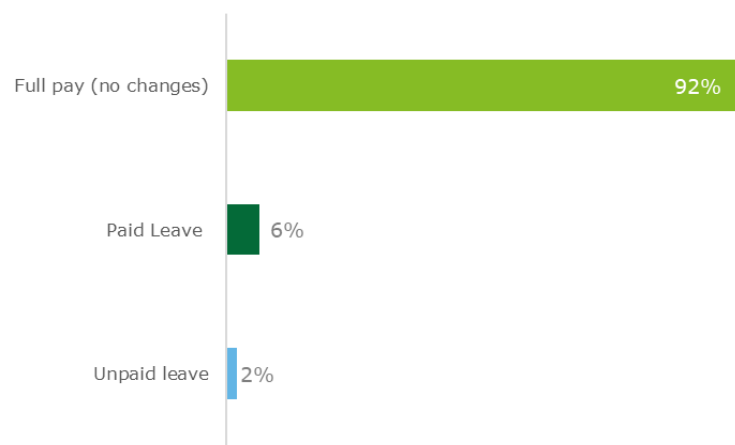
Comments from respondents have been summarised below:

- Respondents who indicated that “yes, but only pay cuts” stated that:
  - Retrenchments are expected in the near future.
- Respondents who indicated that “yes, but only retrenchments” stated that:
  - Retrenchments were deemed inevitable, but fast-tracked due to COVID-19.

In the March 2020 COVID-19 Flash Survey, 94% of respondents stated that their organisation was not planning to retrench employees. From the results of this survey, it can be deduced that the number of organisations who have had to retrench employees is higher than expected.

Question 10 (continue)

If no, what has your organisation offered as an alternative to pay cuts?



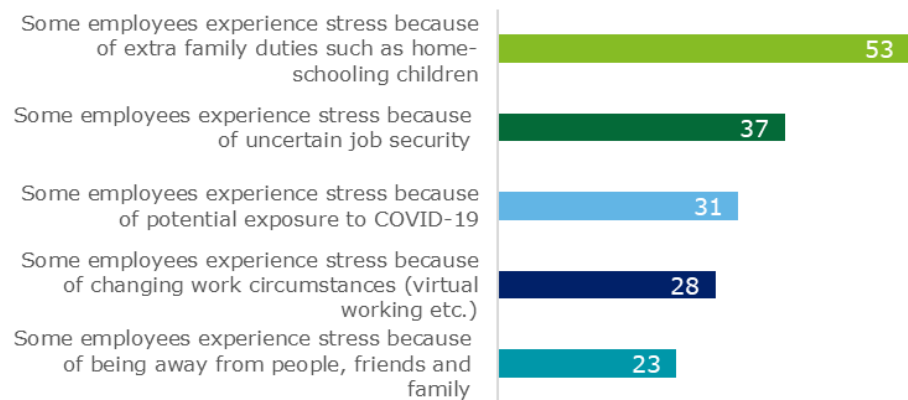
Other comments

- Some organisations have:
  - Offered special leave.
  - Offered the option to forfeit the accumulation of leave for three months in order to attempt to avoid salary cuts and retrenchments.
  - Instituted cost saving initiatives such as overtime reduction, delayed leave pay-outs and reduced pension contributions.

Question 11

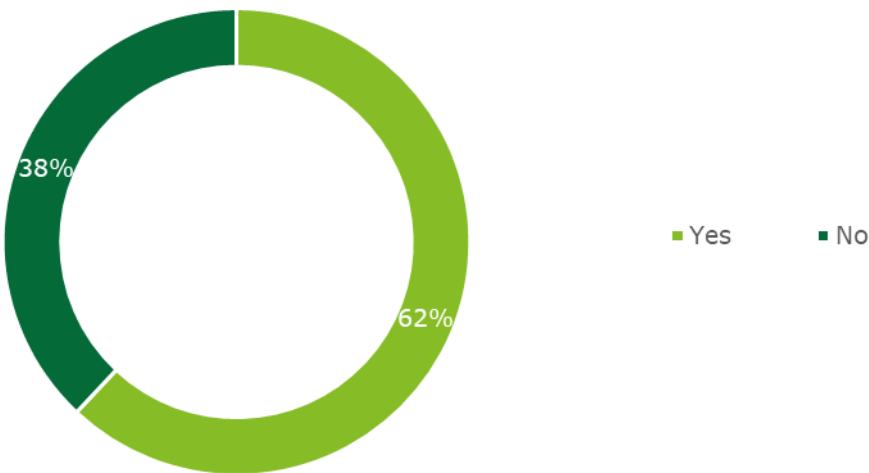
What psychological stressors are employees experiencing at your organisation?

The below results are shown by number of respondents who chose a category, and not percentages

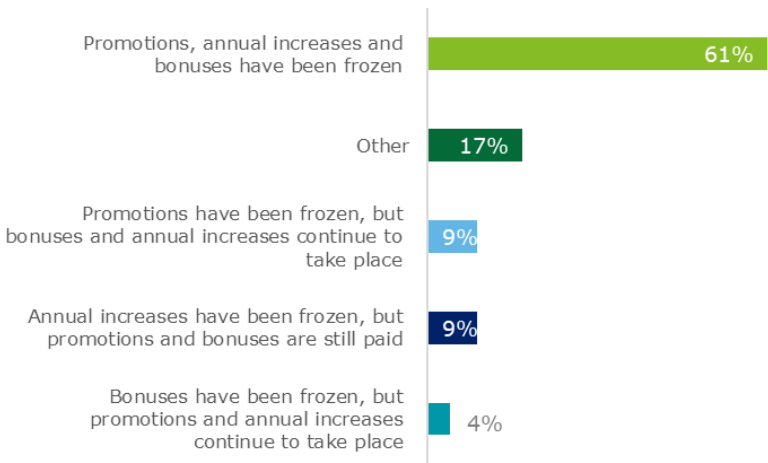


Question 12

With adjusted or new budget plans, have annual increases, promotions and/or bonuses been affected?



If yes, how have they been affected?



If other, please elaborate:

- There is uncertainty surrounding compensation - yet to determine the way forward.
- Annual increases have been reduced and bonuses have been put on hold.

### Executive Summary

The majority of Namibian respondents are returning to work as the hard lockdown measures are being lifted. Even though the preferred method of work for most respondents would be to have the flexibility to move between working from home and working from the office, neither one of these options is currently a viable solution for the hospitality and tourism industry.

In the March 2020 COVID-19 Flash Survey, 100% of respondents stated that their organisation has communicated with them regarding the COVID-19 outbreak. The results from this survey demonstrate that though communication from leadership has been taking place, it may not be efficient and clear enough.

Another statistic from the previous survey showed that 94% of respondents indicated that their organisation has no plans to retrench, and the majority have successfully implemented extraordinary work from home policies in the wake of the COVID-19 outbreak. The latest results indicate that even though there have been more retrenchments than originally expected, the number of organizations who have found alternative ways to survive the COVID 19 crisis are still more than those who retrenched.

Increasing organisational resilience in the face of COVID 19 requires organisations to be agile and prioritise Future of Work practices. As Deloitte, we are at the frontline of adapting and are committed to assisting our Namibian clients to leverage the Future of Work levers (work, workforce and workplace) as well as guiding organisations through the phases of responding, recovering and thriving.



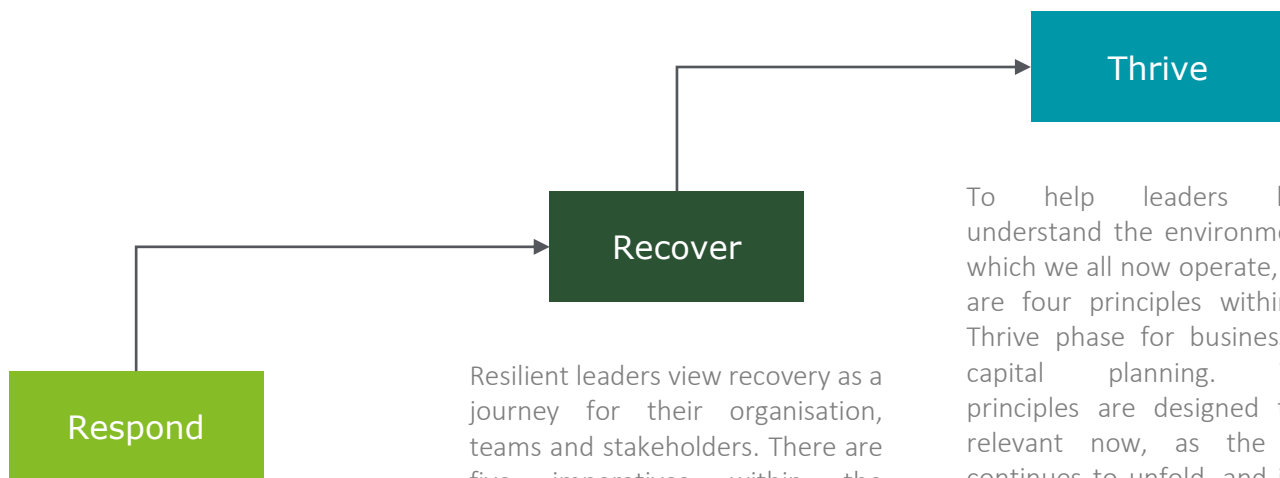
## **Working in the COVID-19 era**

*Key Insights & Thought Leadership*



## Post COVID-Recovery Key Insights

A typical crisis plays out over three-time frames: **Respond**, in which a company deals with the present situation and manages continuity; **Recover**, during which a company learns and emerges stronger; and **Thrive**, where the company prepares for and shapes the “next normal.”



As an organisation responds to crisis, resilient leaders are **defined** first by five qualities which distinguish between surviving and thriving amidst crisis.

Next, resilient leaders must take specific actions spanning various dimensions and **evaluate** them within the context of geographic location and sector.

Finally, learnings from those experiencing the same crisis conditions should be **leveraged** to manage the response.

For more information on **Respond**, please explore [\*The Heart of Resilient Leadership: Responding to COVID-19.\*](#)

Resilient leaders view recovery as a journey for their organisation, teams and stakeholders. There are five imperatives within the Recover phase to guide the business from Respond to Thrive:

**Understand** the required mindset shift;

**Identify** and navigate the uncertainties and implications;

**Embed** trust as the catalyst to recovery;

**Define** the destination and launch the recovery playbook; and

**Learn** from other’s successes.

For more information on **Recover**, please explore [\*The Essence of Resilient Leadership: Business Recovery from COVID-19.\*](#)

To help leaders better understand the environment in which we all now operate, there are four principles within the Thrive phase for business and capital planning. These principles are designed to be relevant now, as the crisis continues to unfold, and in the near future as the “next normal” emerges.

**Reality has been reset.** Businesses need to recognize that a return to the pre-crisis normal will not happen.

**The next normal is what matters.** Businesses should see the changes as an opportunity to radically reshape and restructure.

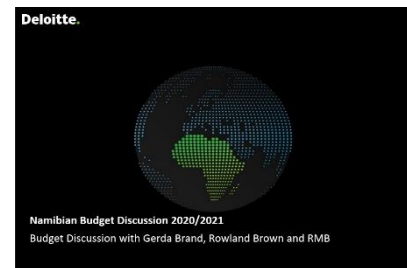
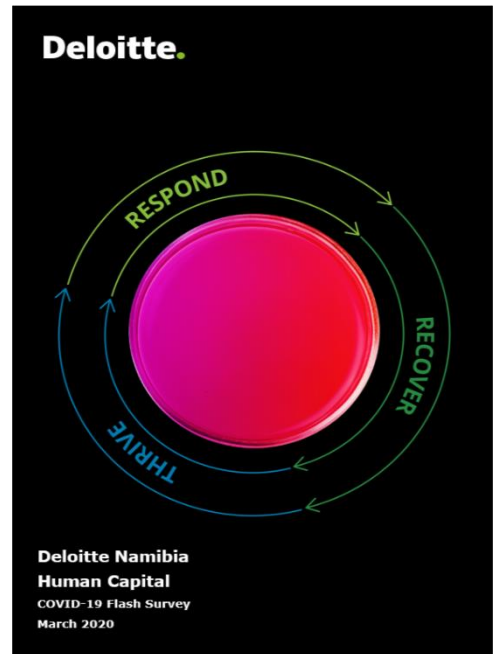
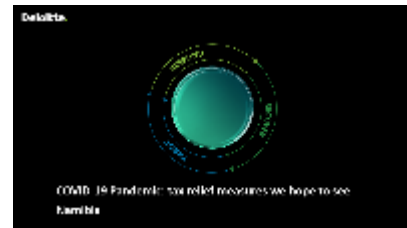
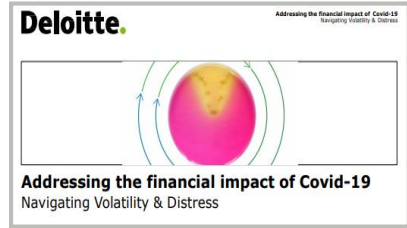
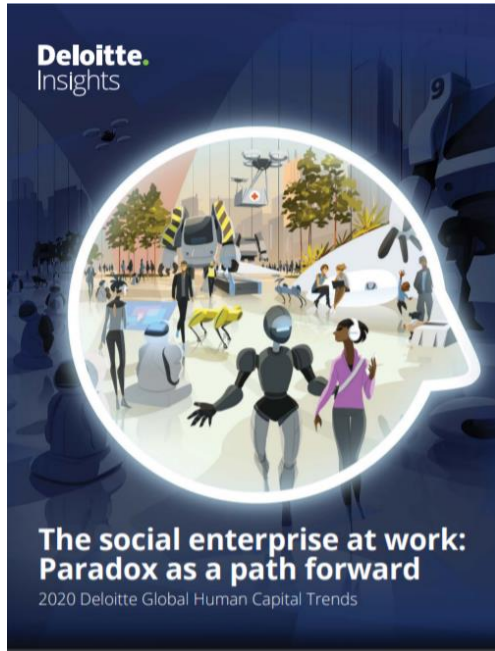
**Businesses are in it together.**

**Financing for the future.** organisations need to develop robust, realistic business and capital plans.

For more information on **Thrive**, please explore [\*COVID-19: Business and capital planning for the next normal.\*](#)

# Working in the COVID-19 era

## *Thought Leadership*





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