



Human Resources Management

The Human Resources and Strategic Training Division is committed to recruiting, selecting, developing, rewarding, and retaining, the highest quality workforce attainable. The division strives to provide quality human resources services with integrity, objectivity, responsiveness, sensitivity, and confidentiality, to the employees and other stakeholders. It is committed to upholding a critical human resources principle: Equal Employment Opportunity. And, the division is committed to being a source of information to fulfill the ever-changing needs of our employees.

Staff Complement

The permanent staff complement of Telecom Namibia stood at 1134 as at 30 September 2008. In addition to the permanent staff complement, 33 students were employed as Engineers in Training, Technicians in Training and IP Technicians in Training. A total of 99 contracts were employed in various fields for a fixed term period.

Employment Equity

In compliance with the Affirmative Act, Act 29 of 1998, Telecom Namibia successfully submitted the Affirmative Action Three Year Report for 2008 – 2010 and the Affirmative Action Progress Report for 2007/2008. A compliance certificate was issued and Telecom Namibia was also awarded with a Certificate of Achievement.

At 30 September 2008, 76% of the Telecom Namibia staff complement represented the designated groups of which 27% are women and 0.01% people with disabilities.

Of all recruitments made, 96% were from the designated groups, with women constituting 34%, whilst out of all promotions made 86% were from the designated groups with women once again constituting 64%.

The Affirmative Action (AA) Committee successfully conducted consultation sessions with employees across the company. Feedback on issues raised during these sessions shall be provided to employees in the new business year. In addition the AA Committee endorsed the implementation of the Understudy Development Programme and the Governance Framework which was specifically formulated to accord the necessary focus to development of understudies.

Employee Relations

Productive relationships between the company and the Union are crucial to avoid disturbances in the workplace and general negativity among employees. As part of the efforts to nurture and deepen our partnership with organised labour, we continue to engage employee representatives on issues affecting the interests of both the company and its employees. This is achieved through regular consultation sessions with employee representatives, and a formal consultation on a quarterly basis.

Talent Acquisition

Telecom Namibia operates in a highly competitive and fast-paced ICT environment. In order to keep pace with this ever changing environment, the company strives to source the right capabilities to be able to deliver on its mandate.

In order to overcome the shortage of required skills and capability in both the local and regional market, Telecom Namibia has proactively adopted several measures to recruit and develop the green talent available in order to ensure a sustainable supply of skills to the company. The following programmes and schemes were thus implemented to ensure the continued supply of skills to both Telecom Namibia and the industry:

Graduate Recruitment Programme

The campus-based Graduate Recruitment Programme was introduced to entice young talent pursuing studies at reputable Institutions of Higher Learning to join the company. Local and Regional Institutions of Higher Learning were visited with more than 40 Namibian students in the final year studies of IP, IT and Electronics Engineering having partaken in this programme. The programme seeks to empower the students with all the necessary information and career opportunities available in the company.

Graduate Internship Scheme

The Graduate Internship Scheme targets graduates in the fields of IT, IP and Electronic Engineering and seeks to develop and equip young talent with ICT and telecommunication skills and capability required for the information age. A total of 33 graduates participated in this programme, which aims at ensuring a sustainable supply of skills and to accelerate ICT skills development not only for Telecom Namibia but the industry. Of these candidates, 52% are permanently employed by Telecom Namibia.

Graduate Development Scheme

As part of our social responsibility, Telecom Namibia extends scholarships to Namibian school leavers wishing to undertake further studies at Institutions of Higher Learning. Ten (10) bursaries were awarded to school leavers to study in the fields of Electronic Engineering and Information Technology. This brings the total number of current Telecom Namibia bursary holders to 28 recipients.

Talent Management

Telecom Namibia is operating in a highly liquid and competitive environment where effective talent management underpins the success of the organisation. Organisations that manage their talent in an effective and comprehensive manner are therefore set to derive benefits from this critical asset in any organisation. Our talent management programme consists of the following programmes:

Assessment Tools

In order to identify, develop and nurture the right talent in an unbiased, professional and fair manner, assessment tools were introduced and adopted for use in all recruitment and selection, training and development as well as succession and talent management processes, enabling the business to deliver on the business plan and meet the demands of the information age.

Succession Planning and Talent Management

Telecom Namibia is well on track with the implementation of its succession and talent management programme. All mission critical positions were identified, taking into account the manpower planning forecast for the company which was finalised during the year and used to inform identification of mission critical positions for succession planning purposes.

Logistical arrangements have been finalised to commence with the assessment and profiling of all qualifying employees relative to succession target positions, where-after possible succession candidates will be identified using performance and potential as the primary criteria. This initiative has the full support of employee stakeholders, Management and the Company Board.

Career Path / Ladder Scheme

The Career Path Scheme was underpinned by two business objectives. The first one being the improvement of productivity through multi-skilled employees and through a reward mechanism encouraging employees to be multi-skilled and obtain qualifications that would provide for flexibility of deployment across the growing plethora of new technologies that typify a New Generation Network (NGN) Organisation.

A total of 135 employees passed the stringent criteria set for progression for Telecom Electricians (119) and System Analysts (16). The employees were successfully profiled and tested for technical competence and behavioural competencies.

At the end of the financial year, a total of 17 ladders in the Technical Divisions were completed and 78 expected to be in place in the new financial year when all technical divisions are targeted for completion in terms of the roll-out plan.

Compensation and Benefits

Our remuneration strategy is aimed at remunerating employees for their value contribution to the organisation. Remuneration is reviewed annually and in circumstances where critical skills are

needed, and depending on supply and demand constraints for skills in the market, remuneration is reviewed on a need basis to ensure it remains competitive.

A Performance Management System aligned to the Balanced Scorecard and which includes development plans for each employee is in place and applies to all employees. This system will continue to be enhanced to ensure that employees are measured on areas that position Telecom Namibia to become a High Performing Organisation.

Performance Recognition

The Telecom Namibia Award function was successfully hosted during December. Overall, an improvement from last year and feedback very positive as received from all levels.

Short Term Incentive Scheme

A Short Term Incentive Scheme is in place which seek to reward employees for superior performance, incentivise and motivate employees towards the successful implementation of business strategies.

Talent Development

Talent development is key to the overall success of our company and to ensure that our employees continue to meet the ever changing telecommunication needs and demands of our customers. For the year under review, an amount of N\$16 million was invested in the training and development of our employees, which equates to 5% of our total labour costs. This places Telecom Namibia amongst the top investors in training and development in Namibia. As new information communication and telecommunication technologies are continuing to be introduced in the market, Telecom Namibia will continue to be on the fore front of up-skilling the workforce. This will ensure that employees' keeps abreast with the changing demands of new technologies and the products and services associated with such technologies.

Up skilling Programmes

As part of our efforts to align the existing skills profile to the requirements of our 2010 Blueprint and to improve employee's competencies and their professional qualifications significant resources were allocated to the up skilling programmes.

Our special partnership with the Polytechnic of Namibia for the upgrading of qualifications for our telecom Electricians continued in 2008. This year again a total of 54 employees were enrolled at the Polytechnic of Namibia to attend bridging programmes that will enable them to continue with the National Diploma in Engineering course. All programmes are being conducted in Windhoek. The Bridging and S0 programmes are offered once a week for every month for one and half years respectively whilst the S1 programme is being offered on a full-time basis. The total cost for those programmes amount to N\$ 4.5 million.

Study Assistance Programme

As an ongoing effort from the company's side to assist employees with the professional development a total of 56 employees were approved to be awarded financial study assistance to upgrade their professional qualifications.

E-Learning focusing on ICT

E-learning was successfully introduced in the business during this year. Training sessions were conducted with employees to introduce e-learning to employees in the company.

