

### Talent management

During 2020-21, our leadership development journey continued with a number of programmes tailored specifically to enhance our leadership's capability to respond to ever-changing business challenges. These were in conjunction with strategic processes that take a long-term view of our talent needs. We continue to align our programmes to create a stable and effective AGSA leadership pipeline.

Our multi-stage development framework to categorise the projected knowledge, skills, and capabilities needed across the organisation focused on the technical competency framework and behavioural competencies. We also reviewed audit role profiles to redefine and align them with the significant changes in our environment and the skill sets needed.

### Performance management

Performance management is a critical business process that aligns individual efforts to support organisational priorities. The unprecedented events of the past year saw the landscape of performance management change. We took an approach that replaced the normal performance reviews with a more dynamic and engaging process of ongoing feedback and coaching. This was a first step towards performance management based on flexibility, simplicity, on-going feedback and empowering conversations.

We saw a positive response from business to refined qualitative performance processes aimed at providing employees with a comprehensive outlook on their contributions to the business unit and organisational scorecard.

### Talent and reward

Reward and recognition form part of our integrated talent management tools that enhance our employee value proposition. When we transitioned to the cost-of-living adjustment (Cola) reward philosophy, the salary increase date remained unchanged even though salary adjustments were no longer dependent on individual performance.

However, with the philosophy fully embedded, the organisation has aligned the salary increase date to the start of the financial year from 2021-22.

The challenges posed by covid-19 tested the balance between our financial sustainability and reducing employee anxiety. Our sustainability and preservation of jobs was key in considering salary increases in August 2020. As a result, no salary increases and no performance bonuses were paid in August 2020. The salary progression for trainee auditors continued where conditions and criteria were met.



*Despite all of our efforts, no one knows when the pandemic will be brought under control, and we have had to make some tough decisions to secure our sustainability. The executive leadership and I understand and appreciate that our employees continue to work hard to execute on our mandate. However, the need to balance current and anticipated covid-19 factors means that we must sadly confirm that no salary increases or performance bonuses will be awarded or paid to any of our employees for the 2019-20 financial year.*

– Tsakani Maluleke

Recognising that our future survival depends on our ability to attract and retain talent, our employee value proposition will focus on:

- flexibility in our benefits to our diverse employees
- re-modelling the short-term incentive scheme to acknowledge and reward high performers
- recognising exceptional behaviour and competencies
- reviewing our remuneration approach in light of other offerings that will drive employee value proposition.

## ORGANISATIONAL DEVELOPMENT

### Viability objective 3: Create an enabling culture & leadership to drive strategy execution

#### PERFORMANCE MEASURE

% implementation of staff engagement planned actions

#### 2020-21 TARGETS

80% – 90% implementation of culture plan actions for the 2020-21 financial year

#### 2020-21 ACTUAL

86% implementation of culture plan deliverables for the financial year

86%

Our culture journey gained significant momentum during 2020-21. Our integrated culture project was launched in June 2020 to:

- develop a behavioural competency framework to support the values
- prepare and adjust the people processes for the new values and behavioural competencies.

We reviewed policies, procedures and systems that could be affected by our integrated culture project. Our staggered approach will ensure that key human capital processes are ready and the new values and behavioural competencies will be embedded in the first quarter of 2021-22.

### OUR REVISED VALUES ARE:



**We care**  
for each other



**We build**  
trust



**We do the**  
right thing



**We excel**  
in  
all we do

- We officially unveiled and launched the values campaign on 12 March 2021 to create awareness and encourage employees to embrace these values in their behaviour. The values campaign will continue into 2021-22.
- We trained culture change champions and human capital business partners to prepare them for their role in the programme. The next phase of capacity building will target leaders at different levels, providing them with a values toolkit.
- We are developing a flagship culture programme to be implemented in 2021-22. This aims to build trust across the organisation, give impetus to the rest of the values and bring the culture alive.

In line with this envisioned culture, we responded to the past year by focusing on employee wellbeing in a series of three employee wellness surveys. The baseline and two pulse surveys were distributed throughout the organisation, and had a participation rate above 90%. Although data from the pulse 2 survey has not yet been analysed, results from the baseline and pulse 1 survey indicated a trend of positive employee well-being, with an impressive employee wellness score of over 75%.

### Develop leadership capability

We explored different ways of organising and delivering learning, development and training over the past year. Our focus was on converting content specifically designed for in-person delivery to equally effective remote learning, to achieve a balance between virtual learning and in-person content delivery.

**Executive development programme (EDP)** – The programme faced serious disruption when the partner institution – Graduate School of Business UCT – closed its campus in response to the pandemic. The crisis gave us little time to develop contingency measures to ensure the continuity of these components.

The EDP continues to be disrupted as we allow executives to focus on pressing work and business demands exacerbated by the pandemic. We aim to resume the programme in the first quarter of 2021-22, focusing on:



- concluding the programme for the 19 learning executives of EDP cohort 1 that have completed their studies
- resuming the programme with the 29 learning executives enrolled in cohort 2 and the executive masterclass
- creating opportunities for newly hired executives to join the current cohorts.

#### **Leadership development programme (LDP) –**

We specifically focused on transitioning all three LDP modules to virtual or digital delivery, with particular emphasis on monitoring effective delivery and assessing delegate experience. The LDP is delivered as follows:

- 70% of content through online self-study
- 20% through live virtual classes
- 10% through facilitated (in-contact) masterclass
- Summative assessment.

Implementing phase 3 is well under way, with 80 delegates enrolled. Delegates must obtain a pass mark to receive the certificate.

#### **External executive coaching programme (EECP) –**

While it became impossible to maintain business as usual, we are happy to report that the development journey continued and we have seen renewed interest in the coaching programme for our senior leadership. By the end of the reporting period, 51% of executive leaders were enrolled in the programme.

While enrolment increased, we are not yet satisfied with the impact and are exploring ways to maximise the programme and the benefits we want to see from it.

### **Occupational health and safety**

#### **AGSA's internal response to the covid-19 pandemic**

We acted swiftly to establish the CNC to execute our constitutional mandate while keeping our people safe. The committee's objectives were to:

- ensure a return to regular operations, considering the increase in scale, complexity, urgency and importance of key audit deliverables over and above the 2020-21 year-end audits
- ensure staff safety and create capacity at both the head office and provincial level to deal with the changes in our environment
- create space and capacity for deliberating our new normal operation, and defining the change needed.

Our focus included staff safety and wellness, communication, legal matters and operations. We streamlined our access control process and added a covid-19 symptoms screening app for all employees on all electronic devices and at our access points. Our employees were informed on time about organisational decisions and we relayed messages on

statistics, safety protocols, general guidance and lessons learned.

The CNC kept a close watch on the status of audits and the audit teams, and communicated with the audit business units via the BE forum channels. At all times, the committee tracked our cash balance, revenue generation and debt collection. All information was used to continually fine-tune our financial projections.

The focus going forward will be on the future of work and how we prepare the organisation from both an audit and a support perspective.

#### **Health and safety during the covid-19 lockdown**

On 29 April 2020, the minister of employment and labour published directives to provide for occupational health and safety (OHS) measures to reduce the escalation of covid-19 infections in workplaces. The information provided specific protocols for returning to work to minimise the risk of transmission and contamination.

Our response was to assess the risks, amend the OHS policy and develop a workplace action and response plan for our return to work.

Our OHS and CNC teams identified appropriate coordination mechanisms to address health, safety, facilities and security operations. This helped us to provide support and guidance for suspected and confirmed cases of covid-19, assist with screening, and contact tracing, disinfect the workplace and ensure adequate and sufficient supplies, resources and capacity to implement our health and security protocols.

#### **Accident/incident reports**

Three staff were injured in two separate accidents – one in a Limpopo motor vehicle incident involving two of our staff, and one in Nelspruit that involved a fall down stairs. They received support and assistance to complete the compensation for occupational injury and diseases forms. In another incident, the Lefika House fire alarm was triggered by water leaking from a pipe on to a smoke detector. Our staff responded quickly to evacuation measures.

#### **Accessibility of our facilities for people with disabilities**

We regularly make reasonable changes to our office space to make it easier for people with disabilities to access and move around within these spaces. All of the buildings we lease are accessible to people with disabilities, and our facilities team makes any extra workplace changes that newly appointed staff may need. The new AGSA headquarters accommodation also includes provisions for accessibility.

