Rich in natural resources, young and ambitious population – the opportunities for organizations operating in Africa are significant. However, in an environment where there are as many challenges as there are opportunities, how can organizations tap into the talent potential and build successful operations in Africa? >>

Africa: release the potential
Understand how to reap the rewards when investing in local talent
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The key to successful investment in Africa is fully appreciating the local cultures that exist. Local operations need to reflect the local environments, economies and communities in which they sit. However, experience shows that multinational corporations will struggle to do this unless they fully engage with local management teams.

However, employers face many challenges, including poor infrastructures, difficult climates, unstable governments and talent shortages. Above all, global organizations face the challenge of adapting to the differing cultures and environments that exist across the continent. Many struggle to respond effectively, limiting their ability to build value by rigidly imposing centrally-developed HR policies on local operations.

Leading organizations are recognizing the need to change. Those that want to tap into the talent potential and build successful operations in Africa can do so by:

- understanding the cultural differences that exist across individual African nations and the need to respect and reflect the local needs in HR management
- conducting an audit of existing skills in the organization, to understand the current capabilities that individuals possess and to identify potential, wherever it may lie, in the organization
- adapting assessment and development tools to reflect local conditions, avoiding assumptions based on experience in developed economies
- encouraging skills transfer from expatriate managers to local talent with potential to develop their careers
- tailoring reward packages so they reflect local conditions, needs and expectations
- recognizing that motivation is often highly influenced by non-financial factors such as personal relationships and the employer’s community support
- strengthening communication and knowledge-sharing between global and local HR teams
- empowering local HR teams to help with policy development and drive implementation in ways that maximize value generation for the local and global organization.

The opportunities for organizations seeking to set up or develop operations in Africa are significant. The continent is rich in natural resources, including a young and ambitious population.
Introduction

Africa is a land of contrast – offering great opportunities for multinational corporations, but also significant challenges.

Many organizations working in Africa have learnt the hard way – underestimating country and regional differences. Ignoring local needs, customs and stages of development will ultimately lead to frustration – both for head office and African personnel. Attempts to maximize returns on investment in Africa will result in disappointment.

Some organizations are now realizing that the best way forward is through encouraging mutual understanding and engagement between local operations and global headquarters. This can bridge any disconnect between African and central HR teams. Greater connection then supports the intelligent application of global HR policies in ways that accommodate and reflect specific local conditions.

This requires both improved communication between African operations and central functions, and investment in developing local personnel. Our experience shows that African HR units are competent and committed, but do not have sufficient development opportunities and connections with international colleagues. African human resource professionals need to work with their headquarters to adopt best practice processes and bring their local HR function in line with other subsidiaries around the world.

Enhanced local expertise is essential. It is not enough for local teams to focus solely on tactical issues, such as market pricing and administering the pay review. HR professionals must work to differentiate their organizations as ‘employers of choice’ in Africa. This requires input and leadership at the executive and board level, to establish and maintain talent management as a key part of corporate strategy.

Hay Group has conducted a study of multinationals operating in Africa. The study analyzed reward and demographic data from Hay Group PayNet. We then conducted interviews with clients, HR professionals and our people working in Africa, who shared their observations on reward, based on their extensive experience. The comments and case studies in this paper were drawn from those interviews, although some details have been changed to preserve confidentiality.

Our findings indicate that many multinational organizations operating in Africa face challenges in three key areas: identifying talent and identifying leaders, maximizing reward returns through developing appropriate pay and benefits packages, and ultimately decoding global policies for implementation in specific African locations. This paper considers these challenges – and potential responses – in turn, after briefly highlighting the opportunities and challenges that doing business in Africa creates.

Some organizations are now realizing that the best way forward is through encouraging mutual understanding and engagement between local operations and global headquarters.
Land of opportunity and challenge

The opportunities in Africa are clear to see. Raw materials – whether minerals or people – are abundant.

North and Sub-Saharan Africa accounted for 25 per cent of global employment creation in 2008. However, all regions have been enjoying economic growth, and this appears set to continue despite the current economic crisis. (See Figure 1.)

External investors, both from Western developed economies and elsewhere around the world, are responding to the opportunities. China, India and some Middle Eastern Gulf nations are financing a record number of infrastructure projects across Sub-Saharan Africa. Investment commitments in Africa by these emerging powerhouses jumped from less than $1 billion per year before 2004 to $8 billion in 2006, followed by another $5 billion in 2007. Rising domestic investment and debt relief have also played a part in improving Africa’s fortunes.

Some repercussions from the worldwide economic crisis are of course being felt – in weaker commodity prices, cutbacks in manufacturing activity and increased unemployment levels. However, even though recent high growth rates may slow, the upward trend remains.

Alongside these opportunities there are clearly many challenges for multinationals in Africa. Poor infrastructure is a major impediment to business in many countries. Political stability remains fragile, as the contested elections in Kenya, Nigeria and Zimbabwe illustrate. African governments are directly involved in prescribing the regulatory context for multinationals, an involvement reflected in both tax regimes and the prominence of corporate social responsibility in local economies. African countries expect foreign firms to show ‘goodwill’ and support for socio-economic ventures. Practically, this means that multinationals in Africa need local people who know their way around the political systems to manage this broader ‘stakeholder’ relationship.

Governments can ultimately impact multinationals, either positively or negatively, through customs and excise practices or issuing conditions-based commercial licences.

Corruption is another concern, while multinational organizations’ business activities can also be hampered by high tariffs, red tape, cumbersome tax systems and arbitrary decisions by officials. In addition, employers have to cope with difficult environmental and social conditions, not least the HIV-AIDS pandemic.

Africa’s people perhaps encapsulate the continent’s extremes. Multinationals are attracted by the youthful population – in some African states half or more of the population is under 25 years of age, a stark contrast to a largely ageing west. However, tapping into this vast young talent pool proves a challenge for many organizations.

Table 1

Investment commitments in Africa by emerging powerhouses jumped from less than $1 billion per year before 2004 to $8 billion in 2006, followed by another $5 billion in 2007.

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Source: Economist and IMF, April 2009

Figure 1

GDP in billions (US$)

- North Africa
- East Africa (Ghana, Senegal, Uganda, Tanzania)
- Western and Central Africa (Cameroon, Guinea, Nigeria, Congo)
- Southern Africa (Angola, Botswana, Mauritius, Mozambique)
- South Africa


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Identifying talent, developing leaders

Africa offers a huge pool of potential talent. Many young people have ambitions for their lives and careers that go far beyond those of their parents.

However, poor average educational levels and shortages of technical and managerial skills are limiting organizations’ ability to translate this talent pool into a value-generating organization. While there is a surplus of unskilled and semi-skilled talent, demand for individuals with higher skills is outstripping supply.

The talent shortage challenge

In our recent analysis, 68 per cent of organizations said that shortage of key talent was a significant challenge. Furthermore, 27 per cent felt they were not dealing with the talent shortage successfully. This challenge was identified across the continent, although particularly strongly in Egypt, where 81 per cent of organizations surveyed cited lack of local management talent as a major issue.

Part of the problem can be laid at the door of history (colonial powers failing to educate indigenous populations), of modern governments (yet to establish high quality education systems for all) and of local challenges (such as the HIV-AIDS pandemic).

Failure to address social issues, such as gender discrimination, is also a problem. Few women fill top jobs across private and public sector organizations. Countries such as South Africa, Namibia and Botswana have introduced initiatives to improve gender equity and criminalize harassment and victimization based on gender.

However, multinational organizations may not be helping themselves as well as they might when addressing the shortage.

In our recent analysis, 68 per cent of organizations said that shortage of key talent was a significant challenge.

South Africa’s skills gap

South Africa faces the dual challenges of high unemployment – running at a rate of around 23 per cent – and skills shortages in technical and managerial areas.

High unemployment is partly due to the legacy of Apartheid. For years, members of the black population were deprived of education and meaningful skills training. This has created what some see as a ‘lost generation’ of adults ill-equipped for employment in the modern global economy.

Even in the new South Africa, the quality of education provision is inconsistent. Basic capabilities in literacy and numeracy are not always developed. This can frustrate attempts to find work. Those who continue in education to tertiary levels are not necessarily setting themselves up for success, many opting for subjects in the humanities rather than science and technology, where much employment demand exists.

Where education succeeds – in training South Africa’s world-class doctors and nurses, for example – many highly qualified individuals are poached by employers in other countries, lured by financial incentives, better career opportunities and/or the opportunity to travel the world.

These conditions create significant challenges for employers: in identifying talent that may be hidden or have been previously overlooked; in filling in gaps in capabilities that would normally be taken for granted; and in devising pay and benefit packages that can counteract the poaching threat and limit loss of key talent from the organization.
Nurturing local managers is a longer-term solution that creates a more sustainable management base on which to build. It also helps to bridge the cultural knowledge gap between local operations and the headquarters. Some organizations are taking steps to transfer skills and management expertise to local managers, grooming them to replace their expatriate colleagues when they leave.

Localization programs are encouraged in some countries. For example, in Malawi, Mozambique and Zambia, both government and private sector are actively seeking local rather than expatriate talent to be the leaders of the future. Where oil and gas industries dominate, governments are investing in the development of engineering skills in the attempt to reduce unemployment.

In some countries, such as Kenya, multinationals are encouraged to develop local talent through the offering of tax breaks. Botswana has gone a stage further. Expatriate workers are restricted to two-year renewable contracts, issued on condition that the organization identifies and develops a local successor as soon as possible.

### Need for tailored assessment

Multinational organizations often expect African HR teams to use the same selection criteria and recruitment processes that have been designed for use in developed economies. These processes may be world class, but may not translate directly to an African economy. Their rigid use can result in frustration for HR teams and for candidates.

For example, a process or criteria based on doing business in Berlin or New York may have little or no relevance to recruiters seeking an individual to manage a division in Nairobi or Lagos. Assessment tools designed for use in developed economies may make assumptions that should not necessarily be made in an African context.

For instance, the achievement of a higher education certificate may not necessarily mean that basic numeracy or literacy skills are of the standard required. On the other hand, the fact that an individual is currently working in a low status role does not necessarily mean they lack any leadership potential.

If multinational organizations operating in Africa are to identify and develop local talent successfully, they must step into the breach to help drive change and skills enhancement. One starting point would be to clarify the current skills and competencies that do exist through performance of a skills audit.

Apart from identifying individuals with potential who may have been overlooked, the process can clarify any skills gaps that exist in teams and so help to direct future developmental and recruitment activity.

### Supporting skills transfer

One repercussion of the skills shortage across Africa is the heavy reliance that multinationals place on expatriate managers. This may appear an appealing short-term solution, but can cause frustration among local staff, who may perceive their own career paths as limited or blocked. It can also perpetuate the attempt to force rigid global policies onto situations where flexibility to meet local cultural conditions would achieve a better result.

Where expatriate managers are currently essential, organizations need to select them with care. High performance in a home market does not guarantee high performance in a foreign one. Successful expatriates need a willingness to learn from their new environment, and to modify their approach to reflect cultural and operational needs. They will also need support to help them settle into their new environment and adapt to the cultural differences they encounter. The approach should be one of encouraging mutual understanding between the expatriate and the local community he or she joins, and the mutual exchange of knowledge.

### Identifying skills and potential

A pharmaceuticals giant has recognized the importance of understanding the skills that exist within its African operations. One skills audit identified the previously hidden potential of an assistant, who was found to be a high performer in team activity. The individual was brought into a training program and subsequently became a team leader of an operational group.

The organization has also recognized the importance of using assessment tools that relate to the local environment. During an assessment of skills in a business unit in Africa, the organization used a case study that focused on behavioral characteristics. It reflected global aims, but was relevant to situations that arise in an emerging market.
Effective mentoring

Successful skills transfer isn’t necessarily easy. Attempts to apply mentoring techniques in Africa appear disappointing. We found that 33 per cent of the organizations we spoke to are finding it hard to get local leaders in Africa to coach and mentor local employees. Over three-quarters (77 per cent) said that developing strong teamwork and collaboration among executives and managers was a significant challenge.

An expatriate or local manager required to mentor a chosen local successor may fail to succeed for several reasons. Firstly, inadequate or untailored selection criteria may have identified the wrong successor. Secondly, the manager may only have been chosen for the mentoring role because of the technical skills he or she possesses – rather than any ability in the mentoring or coaching arena. The manager may have been given no training in how to mentor, which can reduce the effectiveness of the process. There may be no personal chemistry between mentor and mentee, although this is particularly critical for successful mentoring in Africa. Last but not least, the mentor may have little incentive to prioritize the mentoring role, as it is often not included in the individual’s performance assessment.

Some organizations are recognizing the importance of mentoring and taking steps to ensure it is done effectively. For example, some enable individuals to select their own mentor, even going outside the organization if necessary. This can help to ensure that mentors have the necessary characteristics of non-possessive warmth and support, empathy and genuine interest.

Maximizing reward returns

Pay levels and contents of remuneration packages vary from country to country. The Hay Group PayNet database shows an almost threefold difference between the average total cash remuneration paid in Nigeria ($4,614) and Libya ($13,829). It is imperative that multinational organizations recognize the need to adapt their pay and reward programs to take account of local preferences and cultural norms.

There is not necessarily a clear regional pattern however. For example, wages in Algeria are almost half those of near-neighbors Morocco and Tunisia (see figure 2).

Organizations need to tap into local values and environments that actively support activities to develop and nurture talent.
Impact of frustration

Developing reward policies that meet the needs of both local and international markets can be challenging, as one international courier company found. Due to a skills shortage, the organization had difficulty sourcing local talent for senior management roles. It therefore looked to the international market, bringing in talent to run the local offices. Salaries for these senior roles were benchmarked against the international market, whereas the blue collar workers’ pay was determined in line with the local market – creating a greater disparity between personnel than is seen in western countries.

Employees felt disenfranchised and became frustrated that their job prospects appeared to be limited. The impact was also felt by customers: as employees’ job satisfaction decreased, so did their performance. Poor customer service created a negative image for the organization as a whole, and ultimately affected revenue figures.

Realizing the impact of its reward decisions, the organization is now looking to re-engage its employees. It is developing clear career paths with mentoring and development programs for local talent, and reviewing remuneration packages. By doing so, the organization aims to drive new business and demonstrate its desire to build a sustainable relationship with local communities.

Maximizing benefits

In order for organizations to really understand the value of benefits and reward programs, they need to understand the total remuneration value. This is particularly important in Africa, as benefits often form an important part of packages to account for gaps in infrastructure. They can relate to a variety of personal needs, including housing, electricity and transport.

Input from African operations is essential to ensure that the remuneration packages appeal to the local workforce. In some African countries, such as Kenya, Tanzania and Uganda, contributions towards children’s private school fees is a major retention incentive for many employees. In Nigeria, employees are often paid in electricity coupons, while expatriates receive allowances to buy generators for their houses. Another highly prized benefit is the provision of a car and driver. Therefore it is important to invest in those benefits that will make the difference in each country.

Accessing accurate pay data

Setting pay and benefits at levels that are attractive in any particular market requires relevant and reliable data. Organizations need to be able to compare like-for-like pay and benefits to gain a full understanding of market parameters.

This can be challenging for many reasons. For example, there is huge variation in terms of how remuneration is quantified and the impact of the huge tax variations across the continent. In Morocco, net salary is discussed, with the employer tending to pay the employee’s taxes. In South Africa firms often offer ‘total cost to company’ packages that are inclusive of all benefits offered.

Another issue is that pay secrecy is rampant across Africa. This can be because individuals are often paid according to whom they know, rather than what they know. Pay levels are also influenced by lengths of service and cultural or community pressures, which results in significant internal pay differentials for similar jobs.

Setting pay and benefits at levels that are attractive in any particular market requires relevant and reliable data.
Variations in remuneration can be driven in any particular region or country by the dominance of business sectors such as oil and gas, mining and consumer goods. For example, hardship and danger money may be an important requirement in the pay packages of individuals working in the oil, gas and mining sectors.

Expatriate salaries and benefit packages can in themselves impede pay comparisons. Many multinationals dollar-denominate pay for expatriates, but pay locals in domestic currencies. This leads to huge distortions and inconsistencies in pay levels for the same type of work at similar levels of complexity. As well as making it harder to measure pay, this can create resentment and misunderstanding between expatriates and local staff.

The influence of organized labor across the continent is generally weak, with trade union activity even banned in some countries, including Zimbabwe. However, multinationals need to manage pay differentials creatively. This is particularly the case in countries where trades unions are strong, such as South Africa, where rights are protected by a supreme constitution and COSATU - the largest confederation of trades unions on the African continent, which has a formal political alliance with the ruling African National Congress party.

Not only is there a challenge in setting the pay and benefits levels, but also in collecting data needed for benchmarking. This information is critical in helping organizations understand where they sit in the marketplace. There can be no assumptions made by multinationals that the processes they use in the rest of the world will be applicable in Africa. As an example, during our work with clients in East Africa, we have found that we needed to work more closely with the local teams than in the other regions they were based in. They needed help to identify the information required to feed into the data collection process, as much of the information is stored in different departments, e.g. human resources for payroll data and treasury or finance for allowances or incentive data. Some information was not available electronically.

This situation, combined with the lack of up-to-date technology and training, makes it almost impossible for local teams to identify, collate and transfer this sensitive information without external help.

Rewarding talent and performance

Decisions relating to how remuneration budgets are distributed across employees are always complex. This is certainly the case in Africa where the supply of certain skills – in engineering, specialist technical areas and management – does not currently meet demand.

Simply competing in terms of financial reward is unlikely to be sufficient to prevent talented individuals from being poached by competitors. It is the complete reward package that counts – including the quality of the working environment and the opportunities available for further personal and career development.

However, remuneration is important and organizations’ global teams need to work together with local HR to decide to what extent it can and should be linked to individual performance. Local knowledge and understanding is valuable in such decision-making. Viable pay is not common in Africa and is not generally performance-related when it is used, partly due to difficulties in measuring performance accurately. Therefore organizations need to think carefully before any performance-related incentives can be effectively put in place.

If some form of performance-related pay is to be used, successful implementation requires considerable training beyond the local HR team, to include local operational managers. Even then the system can be frustrated by hierarchical management structures which limit local managers’ leeway for establishing a performance culture.

Linking pay to individual performance

A multinational based in Egypt realized it needed to improve the linkage between individual performance and pay. Its old approach offered employees a bonus of up to 25 per cent of basic salary, but determined by company rather than individual performance. Instead, management wanted to be able to distinguish between low, mid and high performers and tailor bonuses accordingly.

This has now been achieved through the introduction of a new performance management system, which links bonuses paid to the performance of the individual. No longer is the same percentage applied to each person, allowing top performers to be rewarded most highly.

The system also helps the company to make the best use of individual talents and to recognize individuals with the most potential for career development.
Recognizing the importance of community

If employers are to truly engage and motivate employees in Africa, they need to understand the importance of community, which is typically a major influence on the individual’s life and sense of wellbeing.

Some organizations recognize this by employing community officers. For example, a large mining group employs community officers in certain parts of Africa in order to support positive relations between the company and the communities in which it operates. This is seen as an essential requirement for doing business. In some cases the local community may own the land being mined, and so be able to exert certain demands in terms of community support or employee selection. In South Africa, some tribal communities even have part-ownership of multinational subsidiaries that operate on land belonging to the community concerned.

Another mining organization has gone beyond its legal or contractual requirements in terms of engaging with the communities where it has operations. Even though the company owns the land it mines, it has made significant investments for the benefit of the surrounding communities – building roads and schools, and providing electricity and primary healthcare.

Community support can be essential for gaining the support of trade unions. In South Africa, for example, trade union confederation COSATU has threatened mass action against foreign businesses where they are deemed not to be a good corporate citizen and to show due consideration and care for the communities in which they operate.

Global warming and ‘green’ issues are also becoming more high profile. A few multinationals in South Africa have added ‘environment’ to the portfolio of their health and safety officials, especially in the resources sector. Major retailers boast prominent schemes to reduce packaging and enhance recycling. Unfortunately, these ‘green’ initiatives are almost exclusively found in South Africa, Botswana, Namibia and Zambia. But legislation and regulation in this area is expected to increase, as well as community demand.

Building strong relationships

The concept of community also has implications for the employer-employee relationship. Global corporations need to understand that the motivation and commitment of employees in Africa can be highly influenced by the extent to which they have a good relationship with their managers and a sense of mutual trust. Individuals need to feel ‘high affiliation’ with the employer to be truly committed to the organization and engaged in performance delivery.

What motivates any one individual can be highly specific, but even so there is a growing understanding of the importance of high affiliation.
Decoding global policy for local impact

Hay Group’s recent research found evidence of considerable disconnection between multinational headquarters and their African operations.

Decoding global policy for local impact

This paper contains many illustrations of the need for global HR teams to take account of the specific socio-economic, political, cultural and logistical characteristics of the African countries in which their organizations operate.

However, many multinationals appear to struggle to allow flexibility when decoding global policy for local implementation. Hay Group research and client experience suggests that organizations try to harmonize policies where possible. Many retain considerable central control over policy development and implementation. We found that in almost one in five cases (18 per cent), internal grading systems and evaluations are set globally without local input. A third of organizations (32 per cent) again set such policies corporate-wide, though taking account of some local recommendations. Overall, corporate headquarters have some control or influence in the setting of policies in 95 per cent of organizations. Global HR teams need to think hard about how they can support local HR teams to enable effective policy adaptation and implementation.

Strengthening lines of communication

An important requirement for successful policy implementation is to increase understanding – both corporate HR’s understanding of local challenges and needs, and the understanding that African HR teams have of global policies, practices and techniques. However, many multinational organizations are setting themselves up for communication breakdown.

Hay Group’s recent research found evidence of considerable disconnection between multinational headquarters and their African operations. Almost a third (30 per cent) of global HR teams do not visit local operations every year and 10 per cent never do so. Similarly, 29 per cent of local HR teams visit global headquarters less than once a year and 11 per cent never do so.

It should be no surprise, therefore, that organizations experience problems in implementing business strategies in Africa. Our analysis found that over 80 per cent of organizations said that planning and executing a clear local business strategy was a significant challenge.

Empowering local HR

A common cause of frustration among management teams in the African operations of foreign-owned multinationals is the imposition of artificial layers of management – a sub-regional layer that country operations are often expected to report to or consult with. Local HR teams can become prevented from acting with the necessary agility to attract, retain and motivate mission critical staff. Specific local market knowledge can be lost in the labyrinth of organizational hierarchies and protocol. Capable country leaders – many of whom may have extensive experience of both developed and developing economies – can feel frustrated and undervalued.

The regional variations between economies suggest the need to empower local HR teams to implement global policies in ways that reflect local conditions. This requires multinational organizations to invest in the training and development of their African HR staff. Corporate HR teams need to commit time and resources to share tools and best practices, and to make sure that local HR personnel are competent and confident in their use. In doing so, they can encourage mutual understanding and engagement, helping to bridge the gap between African operations and global head offices.
Local personnel will need ongoing support and guidance in certain areas. For example, in implementing the corporate reward strategy, local HR teams will need guidance on issues related to corporate strategy and market positioning. How competitive does the organization want to be? Does it aim to be positioned as market leading or in line with market norms? How far should pay be linked to performance, and what range of measures should be considered for assessing performance?

How important is it to identify and focus resources on high performers? How can the true value of reward packages — non-financial included — be conveyed to employees?

Given guidance on these areas, local HR teams become equipped to implement policies in ways that reflect the needs of their specific market, maximizing their impact.

Closing the gap

The experience of a European industrial group illustrates how progressive companies evolve to address the challenge of talent and reward in Africa. The company focuses on helping local offices to understand and deploy global policy, while adapting it to local practices and regulations. It is seen as a priority for global HR teams to visit local offices, while local offices increasingly ask to be visited by the global HR team. In other words, a combination of a push and pull approach is bringing global and local HR teams closer together.

Head office is also now truly ‘global’, with staff from all over the world. For the last two years HR directors from across the region have been brought into head office meetings, forging much closer links between offices. HR directors in Africa have equal status with their Western-office equivalents and are part of the internal HR network.

In addition, individuals with high potential are always invited to spend time in the headquarters, gaining understanding of how it works. Their greater experience enables them to become more effective once back in their home countries and to take on more senior and exposed roles. This practice is increasingly applied to African talent, improving skills, key competencies and expertise so that individuals can build businesses in Africa.

However, this multinational is aware that one size does not fit all. While it applies a common banding system across West Africa to close the gap and harmonize with other regions, it provides only generic advice on bonuses, whose implementation is then left to individual countries to define.

Mutual understanding

Africa is a continent of many contrasts. For multinationals, appreciating the local cultures that exist is a key requirement for successful investment.

Local operations need to reflect the local environments, economies and communities in which they sit. However, experience shows that multinational corporations will struggle to do this unless they fully engage with local management teams.

HR personnel on the ground have essential knowledge and understanding which employers should not overlook or underestimate. Some local HR teams may have much to learn in terms of international HR management best practice, but central teams themselves have much to learn about doing business in Africa.

The key to success lies in greater communication and interaction between local operations and central teams. By working together in a spirit of collaboration and mutual understanding, multinationals can bridge any current disconnect and build the foundations needed for sustainable, profitable activity.

Global expertise, local knowledge

Imagine that you had an army of reward experts working for you, providing you with up-to-date and accurate reward information on any market in the world, exactly when you need it. Imagine that you had continuous access to experienced reward consultants on the ground in local markets in 47 countries across the globe. Imagine that you had instant access to the latest developments in reward strategy and advice on the best solution for your own organization. Would your life be easier?

Welcome to Hay Group’s Reward Information Services. We are, simply, the world’s leading supplier of accurate reward information and analysis, with more than 60 years’ experience of advising organizations on global reward policy. The information we provide is based on robust global methodologies that have been developed and extensively tested by our experts, so you can be sure you will always get a consistent and comparable answer.

When you need detailed information in Africa or any local markets, we can help. Each of our offices offers customized services and data for that country. Our local databases and reports provide you with country specific information on benefits, industries and reward practices.
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Hay Group is a global management consulting firm that works with leaders to transform strategy into reality. We develop talent, organise people to be more effective and motivate them to perform at their best. Our focus is on making change happen and helping people and organisations realise their potential.

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