



HR QUARTERLY | ISSUE 4 | MARCH 2022

NEWSLETTER

FOR HUMAN RESOURCE PRACTITIONERS & STAFF IN THE GOVERNMENT SERVICE



HINDSIGHT

INSIGHT

FORESIGHT



HINDSIGHT

HINDSIGHT is defined as ‘the full knowledge and complete understanding that one has about an event only after it has happened’. In other words, looking back at a situation and having a clear understanding of how it could have gone better. As HR Practitioners, we are required to make difficult, on-the-spot decisions for the benefit of the organisation. Here are five (5) important lessons that can be learnt from the past year:

- 1 **Communication Is King** – the frequency and clarity of communication from leaders must meet the frequency of change in an organisation. If direct information is not provided, then the grapevine will ‘fill in the blanks’.
- 2 **Technology Is Our New Best Friend** – we have come to rely heavily on technology for work, shopping or socializing. Technology is providing seamless connections or enabling fast feedback and has enabled virtual meetings (internally and externally), so we no longer need to cram conference rooms; colleagues are now just a click away.
- 3 **We Cannot Ignore Mental Health** – this pandemic can be blamed for the increase in the symptoms of anxiety and depression over previous years. Organisations could help by offering re-charge days, free counselling, or social activities. Recentering the corporate culture around intrinsic motivations like purpose, potential and play may also be impactful.
- 4 **Corporate Footprints Will Shrink** – many entities and institutions will revisit meeting formats as we will no longer be mandated to work from home. However, our interactions with other entities (Ministries, Departments and Agencies) may be continually/permanently virtual.
- 5 **Employee Engagement Must Be A Priority** – even throughout the pandemic, organisations have been losing their most talented, impossible-to-replace employees to other entities, despite the fact that not everyone is motivated by money. Employers should look at understanding what motivates their employees and help them to meet those needs. This may very well drive and sustain employee engagement long after the pandemic has passed.

Over the past two (2) years, we have come to realize how connected we are. For instance, if one industry is impacted in one way or another, the ripple effect is felt in other industries. As we look ahead, it is hoped that with our 20/20 vision, we consider each other in order to weather any challenges we are facing today as well as in the future.

Sources:

<https://www.merriam-webster.com/dictionary/twenty-twenty%20hindsight>
<https://knowyourphrase.com/hindsight-is-20-20>
<https://www.toolbox.com/hr/hr-strategy/guest-article/2020-hindsight-top-10-takeaways-for-hr-leaders/>

INSIGHT

According to the Cambridge English Dictionary, **INSIGHT** is defined as a clear and sometimes sudden understanding of a complicated problem or situation. Unlike intelligence which focuses on the ability to acquire and apply knowledge, insight allows for a deep inspection of something. It focuses on what is happening, rather than the past or the future.

As HR practitioners, it is important to develop our insight to simplify complicated problems and improve decision making, so that organisations may grow, revamp and improve. The use of insight has become even more important to organisations, especially during this Covid-19 pandemic, as organisations are faced with foreign situations that require new and effective solutions. Insight allows for careful and skillful analysis of questions from which we can garner a greater understanding of the problems.

Some questions that HR may ask are:

- i. How has the pandemic affected jobs/employment?
- ii. How has the pandemic affected mental health?
- iii. How has the pandemic affected employee turnover?
- iv. How to prepare for post-pandemic employee turnover?
- v. How can I help staff to cope/adjust post Covid-19?
- vi. How can the company improve?
- vii. What needs to be changed in order to achieve this improvement?

“THE BEST VISION IS INSIGHT.”

Malcom Forbes



Having good **INSIGHT** allows for critical thinking which in turn fosters creativity in the workplace. With people being the main focus for HR, consideration must be given to the wellbeing of staff so they may perform their tasks effectively and efficiently. This will allow for their creative juices to flow and form solutions that will be an improvement on hindsight and shape the foresight of organisations .

Sources:

<https://thrivethinking.com/2016/03/28/what-is-insight-definition/>
<https://blog.flexmr.net/active-role-of-insight-in-decision-making>



FOR ESIGHT

In these times of growing complexity, increasingly organisations must be prepared for the future. Strategic **FORESIGHT** is the activity of looking forward analytically, assessing options logically, evaluating the impact of those options, then charting/developing a path forward. Strategic foresight encourages consideration of multiple alternative futures and their implications as well as the posing of key questions that may have usually gone unasked and may assist in revealing potentially fatal and/or positive beliefs, assumptions and expectations. HR Practitioners should play a critical role in strategic foresight and may explore different plausible futures by engaging in:

Scenario Planning:

Scenario Planning will involve HR developing multiple imaginary stories or pictures of how the future could look in order to investigate and learn from them. HR is now presented with a unique opportunity to assess the possibility of having Work from Home (WFH) as one of the future working models. The picture for WFH would see major changes such as:

- I. a reduction in physical (office) space and utilities;
- II. a major decline in travelling expenses (mileage);
- III. a major decline in the costs associated with venue and meals for meetings, conferences and interviews.

Scenario Planning will allow HR to critically investigate this picture for WFH and to determine if permanent/semi-permanent changes will have to be made to accommodate this new work arrangement.

Policy Implications

Once HR begins to look at those current WFH trends, that has and continues to reshape the current structure of working hours, HR will have to look at current organisational work policies and how they will have to be reshaped to meet the direction on specific issues that will impact both the employer and the employee. Policy issues that may surround the WFH arrangement will include that of:

- I. the use of technology;
- II. office logistics;
- III. the sharing of information, to include data sharing technologies, such as, Virtual Private Networks (VPN) and Virtual Meeting Platforms (VMP).

The art of strategic foresight is to create a plan that is sufficiently grounded in reality and actively engages in creativity. The objective is not to 'predict the right future', but to expand and reframe the range of plausible stories that may be taken into consideration. The pulling together of plans which build on hindsight, anchor to insight, and stretch into foresight is key to the development of strategies that are forward thinking and that will assist in creating an agile future for the organisation.

Sources:

<https://www.conference-board.org/blog/environmental-social-governance/Directors-Sight-for-Board-Composition-Effectiveness>
<https://www.cio.com/article/189451/how-foresight-enhances-strategic-planning-in-times-of-uncertainty.html>



Vision is
foresight, with
insight, based on
hindsight.



REMINDERS

ITEM/EVENT	DEADLINE/DATE
Performance Evaluation	March 31, 2022
Study Leave/Day Release	
Statutory Declaration	
Good Friday	April 15, 2022
Easter Monday	April 18, 2022
Administrative Professional's Day	April 27, 2022

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See you in June!!