**Participant 5 Transcript**

| Demographic Information | |
| --- | --- |
| Age Group | (4) 36 - 45 |
| Gender | (2) Female |
| Organisational Level | (2) Employee in managerial |
| Familiar with retrenchments | (2) Yes |
| Currently a survivor of retrenchments | (1) Yes - initially on the safe list. |
| Aware of company wellness programme | (2) Yes |

| Time | Interviewer/Participant | Question/Response |
| --- | --- | --- |
| 0:0:0.0 --> 0:0:0.550 | Interviewer | Hi there. |
| 0:0:1.520 --> 0:0:2.810 | Participant | Hi, Candice, how are you? |
| 0:0:3.290 --> 0:0:4.700 | Interviewer | I'm good, thanks. And yourself? |
| 0:0:4.790 --> 0:0:5.720 | Participant | I’m okay. |
| 0:0:6.410 --> 0:1:24.30 | Interviewer | Great. Alright. So I just want to start off with saying thank you so much for giving me your time and you know, showing your willingness to participate in my research. I've shared the informed consent letter with you. So that does give you a very brief understanding of what my research is about. But just to quickly give it to you in a nutshell, it's about the recent retrenchments that happened at your company and basically it's just more focused on the people that have remained inside the company because typically what happens is according to research or literature, more attention is given to the people that have left the company who have been retrenched so those people are considered the victims of retrenchments. So I just want to start off with saying that you have confirmed that you are happy to carry on with the recording and then also I just want to also mention that this whole interview will be confidential. Your name will not be shared. The company name will also not be shared at all. Alright. So I just want to quickly run through some demographic information and you can just stop me when I get to your age group. Would you say you're 18 years or younger, between 19 and 25, 26 to 35, 36 to 45, 46… |
| 0:1:23.250 --> 0:1:24.80 | Participant | That’s the one. |
| 0:1:24.700 --> 0:1:25.920 | Interviewer | 36 to 45? |
| 0:1:25.990 --> 0:1:26.880 | Participant | That’s it, yeah. |
| 0:1:27.40 --> 0:1:32.360 | Interviewer | Alright, great, perfect. And then tell me what gender do you classify yourself as? |
| 0:1:33.270 --> 0:1:33.620 | Participant | Female. |
| 0:1:34.640 --> 0:1:40.570 | Interviewer | Alright. And then organisational level, are you an employee in a non managerial role or are you in a managerial role? |
| 0:1:41.0 --> 0:1:42.590 | Participant | Managerial. Senior Manager. |
| 0:1:43.60 --> 0:1:51.140 | Interviewer | Okay, great. Perfect. Thank you so much. Alright. So I'm just going to quickly hop into the questions. So are you familiar with retrenchments? |
| 0:1:52.960 --> 0:1:53.550 | Participant | Yes, I am. |
| 0:1:54.480 --> 0:2:2.830 | Interviewer | Alright. And then tell me, are you currently a survivor of the retrenchments? So you've remained within the company that has undergone the retrenchments? |
| 0:2:3.480 --> 0:2:15.550 | Participant | Yes, but I wouldn't classify myself as a survivor because I was not really impacted by the retrenchments. There was a pool of people that were identified as those that would be retrenched. |
| 0:2:16.390 --> 0:2:22.210 | Interviewer | Right. Okay. But you're still within the company and you're still in the role? |
| 0:2:19.530 --> 0:2:28.90 | Participant | I am. Yes. No, not even in the same room because I've recently been appointed as operations manager within supply chain. |
| 0:2:28.900 --> 0:2:32.330 | Interviewer | Alright. And was that due to the retrenchments or? |
| 0:2:32.620 --> 0:2:42.560 | Participant | No. So it's more around the movement of a certain management and it opened room for restructuring and that's the result of it. |
| 0:2:43.250 --> 0:2:49.820 | Interviewer | Okay, great, perfect. Alright. So then tell me, are you familiar with the employee wellness program that the company offers you? |
| 0:2:50.180 --> 0:2:52.0 | Participant | Yes, ICAS I think you mean? |
| 0:2:52.490 --> 0:3:10.430 | Interviewer | Yes, that's correct. Alright. No, that's great. So then I just want to find out. Okay, you didn't mention that you managed to have an alternative job and this is something that the company was open to offering you once that whole restructuring was done. |
| 0:3:11.480 --> 0:3:30.620 | Participant | Yeah. The restructuring was also based on the gap that we had within HR itself, where they needed to have a senior manager that happened to have the manager that I used to report to within operations and that's how the restructuring happened. It's not really the result of the retrenchments that happened. |
| 0:3:31.520 --> 0:4:3.870 | Interviewer | Okay. No, that's fine. Then just reflecting on the retrenchment process that happened, what reasonable accommodation did they make for you because obviously you remained in the company and you know you must have had perhaps had some colleagues that have left or that were retrenched or even in other business units that you worked with on a daily basis. So would you say it affected you and if it did affect you, what did the company actually do to help you with some of these experiences that you were dealing with. |
| 0:4:4.690 --> 0:5:8.300 | Participant | Definitely it affected us whether you were impacted or affected. There was quite a lot of on the ground engagements that needed to happen, even at that level of management where communication needed to reach the group so that the cohesion throughout this process is done properly and with the sharing of information, it's removed quite a lot of hearsays and also looking out for the emotional aspect of this because even though you may not be impacted, but you may have people within your team that are quite impacted and you need it to be empowered enough to know how to react and how to support them. And in return, as the support system also needed some support in terms of high level communication and understanding the different types of emotions and what emotional expense we're going to see throughout the process. And that was quite important because we needed to understand why our people mindset was so that we continue one business continuity entity, but also looking after the people that are quite impacted. |
| 0:5:10.110 --> 0:5:19.890 | Interviewer | And you said that you also needed support. Can you maybe give me a few things that maybe the company did to help you through this support? |
| 0:5:20.710 --> 0:5:24.820 | Participant | Pardon me, can you please repeat that for me? |
| 0:5:23.250 --> 0:5:35.200 | Interviewer | Alright, no worries. I'm sorry, you said that you as senior management, you guys also needed the support as well. So what would you say was some of those support initiatives for example that they gave you? |
| 0:5:35.920 --> 0:6:37.330 | Participant | Alignment in terms of communication with the business was moving how the business moving, how slow timelines, that was quite important because I needed to have that information so that I can transfer or translate that information to those that were impacted within the team even at some point that within my immediate team, we sort of have people that were identified as impacted that when became what they call it safe. I needed to know how to then get them from a change management perspective in terms of removing the confusion and the doubt and trying to get them to understanding that we are now moving away from them being impacted, so there was quite a lot of alignment. There was quite a lot of engagement, not only at local level, but from a global perspective because this was a global impact, we needed to know how to channel the communication correctly and at the right time and to the right people. |
| 0:6:38.810 --> 0:6:52.20 | Interviewer | Okay, no, that's great. What was your personal experience like? How did you cope with your emotions? Because I can imagine, you know, seeing people leave. Was it difficult for you to deal with that and how did you deal with that? |
| 0:6:52.970 --> 0:8:7.980 | Participant | It was. But like I said, we had a very strong, what do you call it, support and engagement program just outside the ICAS. There was a big open door policy that was applied throughout. I've always felt that we're not getting the right approach or support from my immediate managers, even the senior leadership was there to open their doors, to listen to as there was quite a lot of conversation. There was quite a lot of structure in terms of how the support system, particularly for senior managers, was supposed to be channeled and we used every avenue and I was quite saddened, but I knew that within my immediate leadership team members I had a support system. But also my senior leadership which was my direct report, that's very open to listen to guide emotionally as well as from a process and policy perspective so that we are all aware in terms of how everything is going to go so that we are comforted in a how things have been done, particularly in being in a space of seeing the process as being fair and just for everyone. Yeah. |
| 0:8:8.860 --> 0:8:25.330 | Interviewer | No, that's great. Thank you so much for that. You've touched on a couple of questions that I actually wanted to ask you. So I just want to find out those colleagues that were retrenched. Did you have a strong relationship with them and are you still in contact with any of them? |
| 0:8:26.610 --> 0:9:51.330 | Participant | Yeah, they would not retrench my people. The people that I experienced in my team are the people which we call the skeptics that jumped ship before the actual, you know, restructuring to say you are not, you are no longer impacted. So they jumped ship before they could get their safe letters. But those that were retrenched in other departments, no, I don't have any connection or relationship with them. The only people that I deal with, others that were within my team and now and again we do have some engagements and of recent we had some interviews of a position that we needed to fill within the same team because we had a person leaving to another department. And one of the jumpers or early jumpers, if I may call it that, was given an opportunity to come and interview again and unfortunately, we had a stronger candidate. We could not go for her, but that's to show that we never close a door on anyone. Everyone that we feel that is very good enough to be part of our culture and our objectives, we do let them in. Yeah. Yes, yes. |
| 0:9:42.740 --> 0:10:3.750 | Interviewer | So yeah, no, that's great. So then at least you know the company still reaches out, you know, to help with extending a helping hand where possible. Okay. No, that's great. Alright, so then tell me. You know, considering now that you know the people have left and have been retrenched, would you say that there's a greater workload specifically in your space? |
| 0:10:5.160 --> 0:10:33.710 | Participant | No. So the workload remains the same. If I'm being honest because like I said within my team, there was no impact. Everything that was impacted from a retrenchment perspective, there was a structure in terms of where they're going to move it to and they've been moved there. So they didn't remain local, and that was also part of the reason why people had to be retained because of movement of some activities to the Berlin Hub. |
| 0:10:34.850 --> 0:10:42.990 | Interviewer | Alright, alright. And then tell me, do you think in your personal opinion, the retrenchment has allowed for job functions to be a bit more streamlined? |
| 0:10:45.470 --> 0:10:46.420 | Participant | Please repeat that? |
| 0:10:47.270 --> 0:10:55.280 | Interviewer | So in your opinion, do you think with the retrenchments, that has helped some of the job functions to be more streamlined? |
| 0:10:58.840 --> 0:11:21.410 | Participant | In a way, yes, because there's quite a clear segregation of duty that was documented or designed that allowed to help people to concentrate on the priority activities, than having to octopath because that's what we seem to see quite a lot. |
| 0:11:23.370 --> 0:11:32.320 | Interviewer | Alright. So do you generally think that the retrenchments process is going to benefit the company whether it's now or in the near future? |
| 0:11:33.120 --> 0:12:9.100 | Participant | Benefit I don't know, because it still doesn't take away the fact that we've lost expertise in the long run. It's something that we will need to refind ourselves as an organisation in terms of how do we now learn that certain activities do not, are not for local expertise and we have to reach out to global. It does make us quite agile as a company that we're not subjected to the southern borders that we are able to engage at broader borders just outside Africa alone. |
| 0:12:11.210 --> 0:12:29.190 | Interviewer | No, that's perfect. Thank you so much. So now looking at the company internally as it is now, what would you say the culture is like after people have been retrenched. So would you say the morale is maybe down or more positive, is there more commitment, less commitments, some emotional changes that you've witnessed? |
| 0:12:30.720 --> 0:13:54.0 | Participant | Culture on it’s own, it's a journey. It's not a sprint. And the organisation alone, if I look at the market area, it’s very much in the driving seat and this is not only from a leadership perspective, but bottom up perspective to drive the right culture within the team and within the organisation. The morale was down of course, to lose expertise and these are people that some people have engaged with over years, so they've built relationships and unfortunately those relationships were built even way above peer level. So you would have a senior leadership that knew the name of a person's husband or a person's wife and the kids and how they've been growing up. And you have to deal with losing them because of some structural changes. It was a bit tough, but like any other organisation, as you kneel down, you need to learn to, you know, stand up and dust yourself off and move on. Learn and see how you can better yourself from where you are. And that's basically the culture that they're looking at right now. Cohesion, collaboration, inclusive diversity. Based on what we currently have and the little bit that we were left with. Now it’s positive because we learning to deal with the aftermath. |
| 0:13:54.880 --> 0:14:6.210 | Interviewer | Okay, alright, alright. I know you touched on this earlier and I just want to confirm. Would you say that you believe the retrenchment process was procedurally fair? |
| 0:14:6.850 --> 0:14:7.810 | Participant | Yes, yes. |
| 0:14:8.550 --> 0:14:13.980 | Interviewer | Alright. And then tell me, to what extent are you familiar with the labour legislation that pertains to retrenchments? |
| 0:14:15.0 --> 0:14:34.910 | Participant | Section 189. I'm pretty much familiar in terms of the requirements of Section 189. Even the different sub-sections of the 189 itself. |
| 0:14:35.590 --> 0:14:49.950 | Interviewer | Okay. No, that's fantastic. Okay, so I know you mentioned that management definitely did offer support. Do you think they offered sufficient support, do you think there's anything that they could have done better in the retrenchment process? |
| 0:15:27.340 | Participant | I do think so. It was part of the change management and we need to also remember that the organisations that we work for is a very communication plans, type of organisation. So they just don't do stuff in the hub. As a point of view, it is something that has been coming. We've all been preparing for like 18 months prior and all during that entire time whenever there was a step that was missed, there was a committee that was called in to address such so that everybody feels that the process was fair just. |
| 0:15:28.410 --> 0:15:40.560 | Interviewer | Okay, no great. And then just two more questions. So looking at the current situation and where you're at now with the company, what would you say your level of commitment is with the company after the retrenchments have taken place? |
| 0:15:41.40 --> 0:15:42.950 | Participant | On the ratio perspective? |
| 0:15:43.750 --> 0:15:45.980 | Interviewer | You can give a number from one to 10. |
| 0:15:46.280 --> 0:16:45.750 | Participant | Yeah, I'm literally 10 as still committed to the company. We work with a very brilliant company. I have to say. And not only because I was not impacted, but it is a good company to a global company, one that drives development of of their employees, one that takes care of their employees, that listens much more, and the mere fact that they are on a cultural change and journey right now where they feel that they cannot leave anyone behind makes me even more committed and not only for stretching myself to say I'll work 10 hours. I was going to do the best that I need to do within the hours that I need to do. But I think the quality of it is what speaks for itself in terms of how much of a commitment the person gets through for your company. |
| 0:16:36.440 --> 0:16:52.980 | Interviewer | Absolutely. No, that's great. And then tell me your level of trust, because there's this whole thing of the psychological contract. Would you say your level of trust in management is also still relatively high or would it be different? |
| 0:16:52.130 --> 0:17:21.980 | Participant | Very much so. I mean the reason why one would not be trustworthy of the management when you're talking psychological contract is that we are not clear enough if those contracts are written or not. So the company is very clear in whether contractually, psychologically, or if it's signed on a dotted line, it's always clear and that is informed by the one-on-one check-ins. The calibrations that you go through from a performance management perspective, those things are the ones that continue to confirm or not we still on the right path. Yes, I know that this is not even in my job description or it's not in my contract, but psychologically I've had to make that agreement with my manager to say out of the duties that they've given me ABC&D needs to be achieved. That is also spoken which is something that they are very good at, to telling you what the targets are. That's still part of your psychological contract. It's not something that goes into an employment contract, but it's something that we agree on a year to year, and there's a level of performance review and you are able to have a one-one engagement whether you are achieving that you if not, how do they help you, if it's training or what type of training, if they take you to training, how long are the training? How in depth of a training do they need, and what is it for you in the long run? So I'm still very impressed with it, because I think I'm one of the people that drive my psychological agreement. |
| 0:18:25.640 --> 0:18:29.640 | Interviewer | Oh, that's great. That's fantastic. I actually love the fact that you actually said that. |
| 0:18:30.10 --> 0:18:30.710 | Participant | Yeah. |
| 0:18:31.170 --> 0:18:40.510 | Interviewer | Alright. Is there anything else that you maybe want to add that I haven't touched on that you maybe just want to comment? Because I think I've covered all my questions. |
| 0:18:40.540 --> 0:18:54.80 | Participant | No, I think your questions gave leeway for me to extrapolate a little bit and I think I've given enough, unless if there's anything you need clarity on. But so far, I'm Okay. I don't have anything to add. |
| 0:18:54.770 --> 0:19:9.110 | Interviewer | Okay, perfect. Alright. Thank you so much for your time. Once again, I really do appreciate you participating. And yeah, I think I don't believe I'll have any follow up questions, but should I have any questions, I will just reach out to you. |
| 0:19:9.450 --> 0:19:10.520 | Participant | Most definitely. |
| 0:19:11.160 --> 0:19:12.560 | Interviewer | Thank you so much. |
| 0:19:12.480 --> 0:19:13.860 | Participant | Alright. Thank you, Candice. |