



**Association of Human Resource Professionals of
Mauritius**

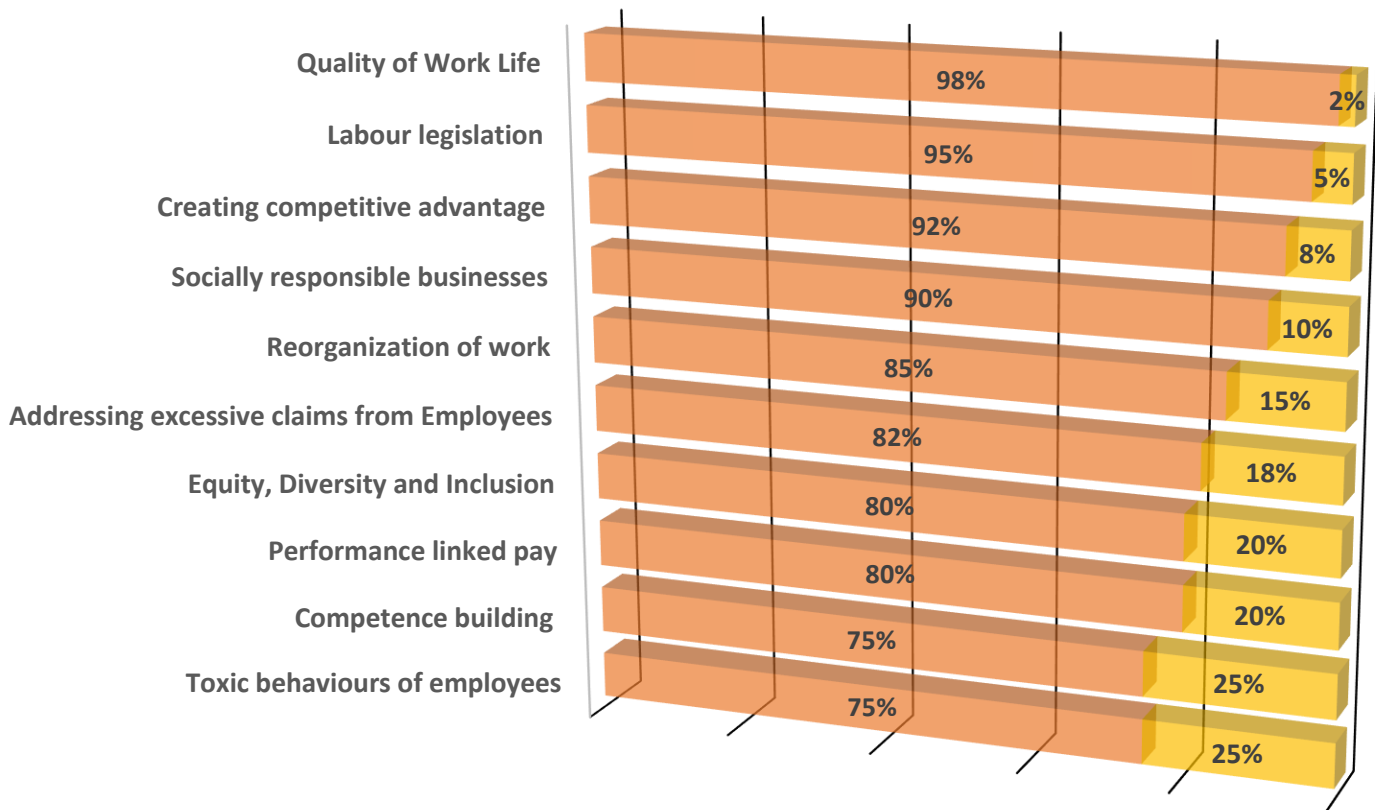
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FINDINGS OF THE RESEARCH

Post Covid-19: Emerging Challenges in Human Resource Management

The Annual Seminar of the Association of Human Resource Professionals of Mauritius has chosen the theme **“Post COVID-19: Emerging Challenges in Human Resource Management”** for this year’s Annual Congress. To this effect a research has been conducted to deep-dive on the emerging challenges. We are honoured to share the findings with our members. We hope that these findings will help you in redesigning and reviewing your responsibilities. HR Managers will always face new challenges. This is because we have the most dynamic profession. As we address the emerging challenges, we will see new ones surfacing. Also, we have to remember that the challenges differ from sector to sector, from industry to industry. But **People Management is a passion**. We have to juggle with competing priorities, we have to navigate with unclear expectations, and we have to be always prepared to accept heavy workloads.... As we have to be ready to offer workable solutions for all the problems of the business organisations. Still we love people management.

1. Practicing HR Professionals have indicated the following as emerging challenges in the HR profession.



The Emerging challenges are classified with regards to the score. In fact Quality of Work Life is the most important challenge as we have to ensure Business Continuity while safeguarding Employees' health, safety and security. The pandemic has had its impact on morale and motivation and that is why quality of work life is so important. Labour legislation is another key issue as the changes are so numerous and we just need to stay 'updated'. The other challenges also deserve our focus.

2. HRM issues requiring immediate attention are :

- (1) Occupational Mobility
- (2) Robotization of hazardous, risky and repetitive jobs
- (3) Modifications in compensation and benefits
- (4) Adoption to technological changes
- (5) Optimal utilization of human resources
- (6) Challenges related to Grievances
- (7) Focus on Socio-Psychological needs (rather than mere economic)
- (8) Managing Manager's effectiveness
- (9) Managing organizations that are less linear and more complex
- (10) Maintaining a high level of reputation of integrity and ability

Some HRM issues are requiring immediate attention. HR Professionals have been busy ensuring that business do not interrupt their activities...Yet they are busy preparing their workplace for the future. Ensuring Future-Preparedness of enterprises is becoming one of the most important responsibilities of HR professionals. We are confident to always be capable to face the challenges. MAHRP plays a pivotal role in enhancing the self-confidence of HR Managers.

3. HR Professionals are considering the following:

- (1) Work remotely- From Home or Anywhere
- (2) Encouraging creativity
- (3) Address issues that render work monotonous
- (4) Improve working conditions
- (5) Reviewing the Training Budget
- (6) Creating dynamic work culture
- (7) Promoting Autonomous Work Groups
- (8) Getting rid of all forms of Control
- (9) Enhancing Health and Safety
- (10) Improving Employee Communication

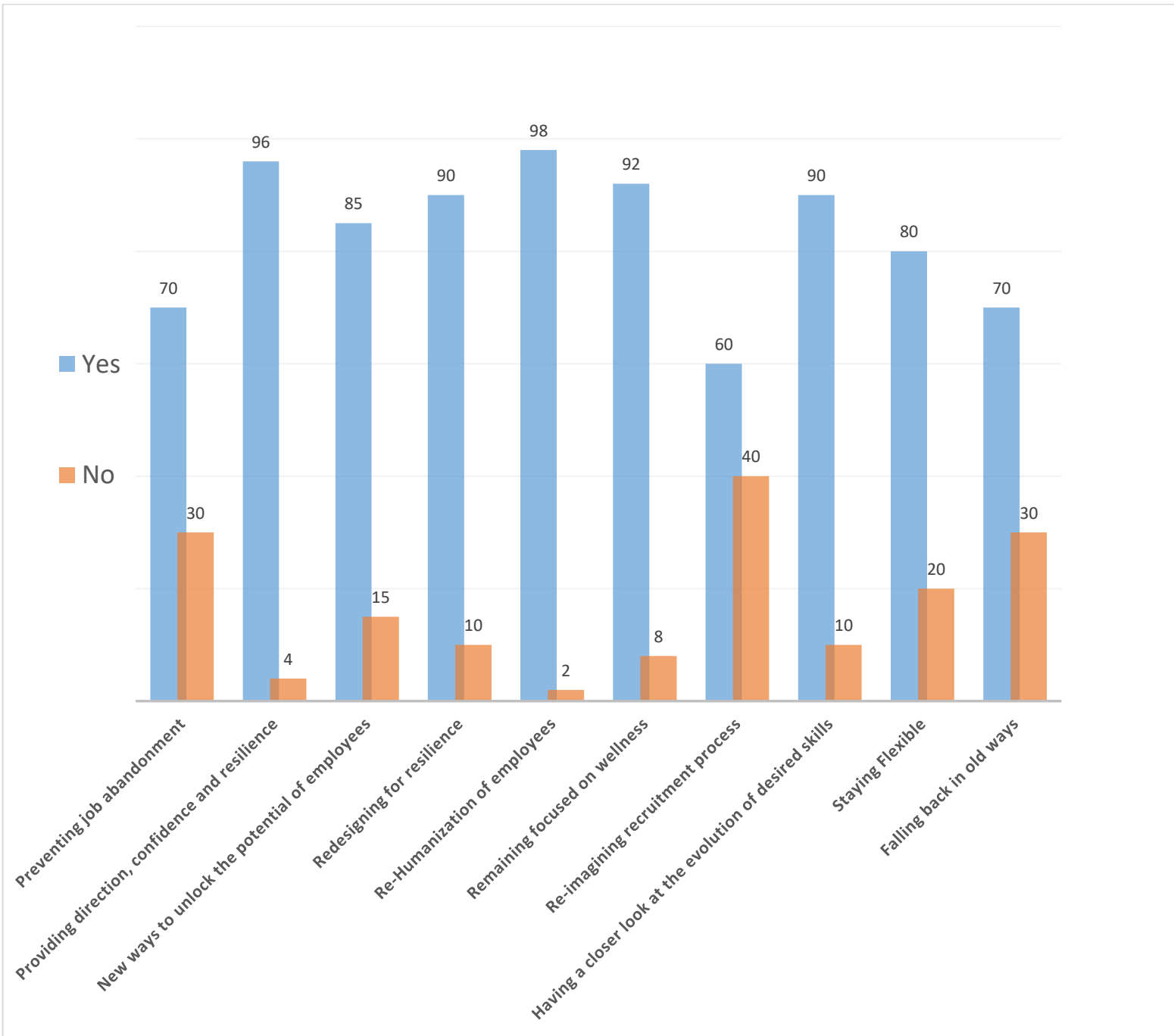
The COVID-19 pandemic has accelerated the 'Future of Work'. HR Managers and staff are busy redesigning work; reorganizing the very structure of work while ensuring collaboration and coordination. The Hybrid work arrangement has already been adopted by many; as well as the 'Work from Home' is now a well-established work arrangement. The above list; submitted by HR Professionals, indicate important areas of HRM that are being considered as important tools in this Post-Covid era. There is need now to create the dynamic work culture for a profession which is considered to be very dynamic.

4. Some work can be performed 'anywhere, anytime'. While some works have to be performed at the workplace (e.g. the essential services) HR Professionals are busy :

- (1) Ensuring the health, security and safety of those who have to attend their workplaces?
- (2) Revisiting their Business Continuity Plan
- (3) Foretelling how to respond to burnout
- (4) Developing A more resilient manpower framework
- (5) Developing more dynamic and adaptability to unpredicted circumstances
- (6) Investing in Mental Health and Wellbeing
- (7) Revisiting business strategies
- (8) Prioritizing up-skilling and re-skilling of employees
- (9) Exciting employees to overcome uncertainty
- (10) Encouraging employees to commit wholeheartedly to professional personal growth

With the advent of remote working, it has been realised that when a task is transportable; can be moved, then it is easy to work away from the workplace. You then no longer need a WORKPLACE but a PLACE TO WORK. However, when the equipment and machines cannot be transported, employees have to attend work at the workplace. HR professionals are considering important issues to still ensure the health, security and safety of these employees. Business Continuity is high on the agenda. But employees' well-being is also high on the agenda.

5. Real HRM Challenges to cope with



These are real HRM Challenges that HR Professionals have to attend to. This list is not an exhaustive one. Each HR Manager can add to this list.