

HRM Magazine

MAY 2019 ISSUE | KSH350

A Publication of the Institute of Human Resource Kenya

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Service Boards
on the spot**
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Salaries,
& more
Salaries.**

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out like a
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**Lyn
Mengich,
SRC Chair,
speaks!**





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Editor's Note

The first issue of HRM Magazine hit the streets in December 2018, and it was a resounding success. Make sure you grab a copy of the magazine the next time you see it near you in the office, or in the restaurant during that conference, or when you walk into your CEOs office.

As the Managing Editor of the publication, I am pleased with the vibrant and diverse stories we have shared with our readers so far.

The HRM Magazine team set out to show – through moving words and compelling images – what it's like to live, work and play in the East Africa region, and I believe we've done just that.

The magazine is a platform that allows professionals share their diverse experiences in the world of work. The magazine is a quarterly publication that features various issues on people management, current trends and practices, leadership, technology, finance, management and other topical issues. The magazine is circulated to all IHRM Members, private & public sector players, learning Institutions, other professional bodies and the public among others.

This publication is a great platform through which you can share your thoughts as a business leader as well as enhance the visibility of your organization through advertisement. We also invite your thoughts on how we can better the publication and make it more engaging.

What we want for all members is intellectually stimulating reads as well as emotionally engaging pieces that ignite debate which support you grow your career. Happy reading!

Ms. Irene Kimacia

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Executive Director's Message

Dear readers,

The Institute of Human Resource Management is excited to bring you this edition of the HRM magazine. We wish to thank all our readers for the continued support it's our commitment to deliver timely, inspiring and up to date material for your consumption. Our intention is to develop an online platform where we shall have live interactions on the magazine.

This edition comes at a time when we just concluded council elections. Allow me to appreciate all members who participated in the exercise. As a body, we are keen to enhance Member Experience (MX) through exemplary service.

While it is important to note the far we have come as a profession, it's also of utmost importance that we continue entrenching our presence across the socio economic and political landscapes locally and internationally.

IHRM is delighted to announce the HR Circle of Excellence Awards launched in February this year. I urge all HR professionals to embrace these awards and submit their nomination for both individual and company categories. The awards will be a very special opportunity for the HR fraternity to recognize great men, women and organizations amongst us that have demonstrated exemplary performance in talent leadership, as well as a chance for us to honour those who have made milestones in the growth of the profession.

A lot of initiatives and partnerships are also in place to see to it that our members are continuously engaged for their professional growth. Look out for new and improved programmes in the coming months including the East African Convention in Kigali this July.

CHRP Dorcas Wainaina, OGW



Message from the Chairperson

I have the pleasure of gracing this 2nd edition of the HRM Magazine in my capacity as the Chairperson of The Institute of Human Resource Management. I have been an avid reader of the Magazine and I have always enjoyed its content, layer-out and display.

The HR profession in Kenya is in a new trajectory. Since 2012, IHRM has made new strides in the implementation of The Human Resource Management Professionals Act. Since then, the following regulations have been enacted:

- a. Training and Membership Registration
- b. Elections to the Council Regulations
- c. Competence Based Criteria
- d. Branch Network Policy

Gazettement of the code of ethics, rules of professional conduct and standards of HR practice. Which will address public concern on ethical conduct of our members

As a matter of priority, we shall appoint a taskforce to collect and collate member's opinion on the amendment of the HRMP Act.

Consequently, convening the Annual General Meeting (AGM) is of uttermost priority to all members. Members will have the opportunity of airing their concerns to the leadership on all matters of concern.

Committees members of IHRM, CHRM and HRMPEB will be recruited competitively to ensure equity and fairness to all members of the institute in occupying any committee of their choice.

The process of writing a new Strategic Plan for the year 2020-2025 will be commenced to give the profession a new vision that will reflect IHRM's contributions to the Vision 2030.

To professionalize operations of IHRM, CHRM and HRMPEB with a view of strengthening their internal structures, we will do a job evaluation to systematically analyze and assess all jobs to ascertain their relative worth.

The formation of the African Confederation of Human Resource Management will form part of my vision as the exporting the Certified Human Resource Professionals (CHRP) Examination to the region.

For international linkages, IHRM will take an active role in international forums such as The International Labor Organization (ILO) Annual Conferences and seek collaborations with the American Society of Human Resource Management (SHRM).

For member's welfare, we shall jump-start the now moribund IHRM Huduma SACCO and activate the IHRM benevolent fund.

And to address member's concerns on costs associated with Certified Human Resource Professionals Examinations, we will carry out a Cost Benefit Analysis to make an informed determination.

We will work with other stakeholders in the labor sector such as the National Employment Authority, The Ministry of Labor and Association of Professional Societies in East Africa to FastTrack professionalism at the workplace beyond HR.

Mr. Joseph Onyango, MBS



HR CIRCLE OF EXCELLENCE AWARDS

Tracing & Tracking the Brilliance Spiral

AN OVERVIEW

HR CIRCLE OF EXCELLENCE AWARDS seek to identify individuals and institutions that have made an invaluable contribution to the HR practice in the Country. These have immensely contributed to setting standards, defining norms and practices and putting HR at the right pedestal in their institutions.

Recognizing individuals and institutions who have demonstrated exceptional commitment, ownership passion, customer experience and drive for excellence in ensuring the people function in organizations delivers on its mandate and offers excellent stakeholder service.

AWARDS CATEGORIES

- Outstanding Service to the HR Profession
- Distinguished HR Practitioner
- HR Rising Star
- Best HR Consultancy Firm
- Excellence in Learning & Development
- HR Technology & Innovation of the Year
- Excellence Strategy in Leadership Development
- Excellence in Talent Acquisition & Management
- Employer with Best Health & Wellness Initiatives



Winners will take home certificates and medals and where possible have their winning presentations picked as case studies in HR learning environments in Kenya and East Africa.



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Health has come into strong focus in country with Universal Health Coverage (UHC) being declared one of the big 4 agenda for the President of Kenya in his current term. Globally, apart from UHC, the discussion is around the rise in Non-Communicable Diseases (NCDs) and interventions to lower the impact of NCDs. The WHO 2018 report on NCDs reiterates that NCDs are the leading cause of death worldwide, carrying a huge cost that goes beyond health to trap people in poverty, deny them a life of dignity, undermine workforce productivity and threaten economic prosperity. The report indicated that NCDs and mental illness accounted for 71% of global deaths, mostly occurring in low and middle-income countries like Kenya. Suicide was also reported to be on the rise with at least 800,000 lives lost to suicide each year; and for every person who died by suicide, there are 20 others who have attempted suicide. A prior suicide attempt is an important risk factor for suicide.

Recently, the Cabinet Secretary, Ministry of Health, Kenya Ms. Sicily Kariuki reported that NCDs account for 50% of deaths in Kenya and 50% of hospital admissions. These indicators have led to the scaling up of the UHC mandate to include NCDs. The ministry of health also reports that 25% of Kenyans are unknowingly living with high blood pressure and other heart diseases. Therefore, wellness programs are currently relevant in corporate employee welfare strategies to optimize productivity and retain talent.

AAR Healthcare has been in the forefront in wellness programs conducting over 700 health talks to raise awareness on NCDs with the main point of discussion being around lifestyle changes and regular checkups to detect NCDs early. The highest demand for the talks have been from the white collar workforce driven by concerns over premature deaths and the ever rising cost of healthcare and medical insurance. The old adage, prevention is better than cure, is still true today. For example, approximately 25% of breast and colon cancers, 27% of diabetes and approximately 30% of ischemic heart disease are linked with physical inactivity. This means that at least a quarter of the commonly occurring NCDs could be prevented if we became more physically active.

AAR Healthcare carries out >3,000 wellness checks every year. The wellness checks include screening for NCDs including diabetes, high blood pressure and several cancers (breast, cervical, pancreas, colon, ovarian). We find that being overweight is the most common health risk among Kenyans with the >35% of us being overweight.

MAKING WELLNESS A LIFESTYLE NOT A FAD

AUTHOR: DR. JOYCE SITONIK HEAD OF CLINICAL BUSINESS OPERATIONS, AAR HEALTHCARE KENYA

Following closely is high cholesterol, which increases the risk for blockage of veins and arteries resulting in strokes and heart attacks. High blood pressure is increasingly prevalent with the age of first diagnosis coming lower to late twenties. Cancer risk is significant with the risk of cervical cancer in women being highest. It is unfortunate to note that whilst the prevalence of cancer of the cervix is highest, only about a quarter of women would do the test when presented with the opportunity. Whilst health involves many personal choices, studies have shown that group interventions have higher success rate in terms of enrolment and persistence. Starting a health program is commendable, but the greatest impact is in maintaining the lifestyle change. As part of the wellness program, AAR Healthcare prepares corporate reports that help the organization determine the key needs of their staff and therefore plan corporate interventions. We have seen organizations opt to set space for group exercise as a result of the corporate wellness checks. Others have



Aar healthcare carries out
3,000
wellness checks every year.



opted to provide subsidized food and refreshments increasing staff access to healthy foods that would otherwise not be available. The uptake of the flu and cholera vaccines have reduced absenteeism and potentially catastrophic illnesses respectively during outbreaks.

The increase in NCDs coupled with lifestyle changes that inevitably occur with advancement necessitate a more deliberate approach towards health. The ever-increasing demand on the employee's time means that they need support to make that tough choice to invest in healthy habits. Therefore, healthcare organizations like AAR Healthcare that are easily accessible and have the appropriate expertise in management of NCDs including emergencies like heart attacks, preventive programs and screening programs, are strategic partnerships to sustain a healthy productive workforce.

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National Chairperson



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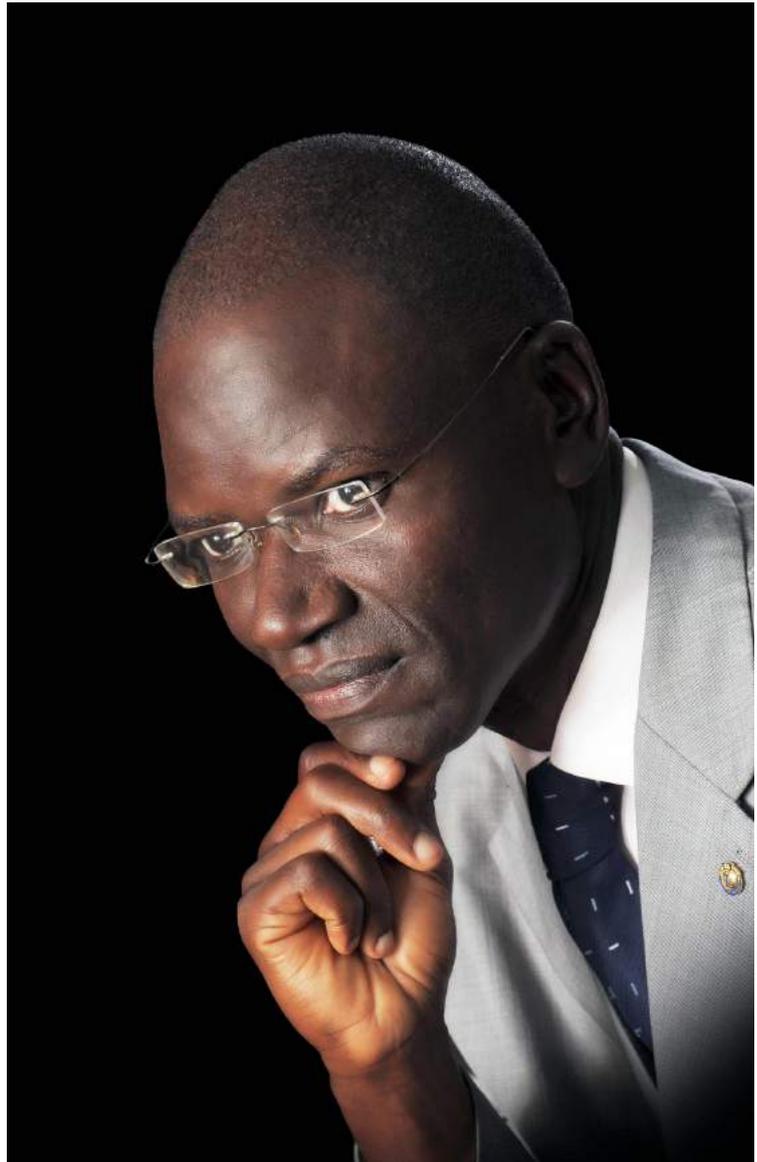
MS. MIRIAM WANJIKU
Council Member

Coaching for leadership

“Why does National or County Government exist if we can’t get what we are paying taxes for?” That was a loaded question among some financial institution CEOs and HRDs as I sat across a breakfast table in Kampala. This sent me into deep thinking. It is evident that the role of any Government is to create an enabling environment that enables businesses to thrive, collect taxes to improve services to attract more investors and provide all essential services to citizens. That is what makes a Country to thrive because she then attracts foreign investors. The big question is, who can help the Government do just this? This is where IHRM and practitioners have a huge role to play as we face a complicated future that requires rethinking Leadership in National HRAR (Human Resource Assets Register).

What makes thriving CEO’s get better and struggling ones pick up? It’s all about leadership. The late Peter Drucker (Best Coach) defines leadership as, “The ability to visualize then mobilizing people to follow the vision”. Two recent articles highlighted major leadership blind spots. The first concerned a public company which three years ago announced a bold expansion strategy into a neighboring country. Initially applauded, the initiative became a costly failure. A business analyst wrote that one of the contributing factors was people. It appeared that strategy had been formulated without knowing whether the capacity to execute was in place. The cost of failure has been high – shareholders lost 62% of their investment. The cost of lost opportunities while trying to extricate themselves from the venture is not known and the crisis continues to this day. The second blind spot was reported in a PWC leadership survey which reported that the majority of respondents saw no correlation between the contribution of their managers and productivity of the workforce. Where is HR in this? It is difficult to accept that those surveyed seemed content to have an expensive, but underperforming asset, the managers, on their books. These blind spots are not unrelated. Both must contribute hugely to the fact that between 70% and 90% of well formulated strategies are not executed. Fortunately, rectifying these organization shortcomings does not mean another round of traumatic re-engineering type solutions of the past.

We have “doable” solutions, using existing resources,



solutions which focus rather than distract managers, which simplify rather than complicate and yield cumulative benefits from the outset addressing the problem of formulating strategy without knowing whether the capacity to deliver exists. We need to challenge conventional wisdom which dictates that we separate the three core business processes and maximize the energies of people involved through coaching. These processes are Strategy, operations and people. Conventional wisdom has taught us Coaching and the challenge of achieving management

and leadership excellence to seal each process in a silo to avoid contamination and distraction. As a result the people process is not able, nor expected to advise the strategic process that the capacity to drive the expansion strategy is not available. By the time that the operations process was missing vital targets, the strategic process was already in the bottom draw and the inherent weakness remained undetected for long. The people process was probably still hiring bodies to fill vacancies rather than on boarding specific talents to achieve operational effectiveness. The second blind spot which concerned the manager and productivity is obviously a factor in the failure to deliver. It is a fact that the manager's role has been downscaled for many years – the PWC findings should not come as a surprise.

The process began probably because the manager was ill-equipped for his role in the first instance hence the emergence of the staff specialist to take over recruitment, induction, morale management, performance appraisal reward schemes and even disciplinary procedures. Whatever the benefits of this solution, it has resulted in the manager becoming an underperforming asset. The major consequences being the inability to deliver the business plan, the loss of sustainable growth which a management corps of excellence brings to the organization as well as the constant exodus of talented employees who derive little satisfaction from managers ill-equipped to create the conditions necessary for them to experience a sense of engagement from the work they do and the support they receive. The point has been reached where it has become imperative for the leadership to clearly define the role of the manager and provide coaching at top level. The late Peter Drucker defined management as “The ability to convert human energy or effort into measurable performance”. It requires the HR and general management to understand Job or work role – how it contributes to the success of the enterprise and the demands it will make on the incumbent. It also requires that the manager who in this instance is also the CEO understands the unique talents of his people and how to develop and retain them. The manager must be capable of synthesizing individual information and establish unit delivery capacity and plan to better leverage the performance drivers, develop those who have not yet reached their potential and reduce the performance drag factor. This is where Situational leadership and coaching for executives as line managers become very critical. Who coaches Chief Executives or HRD's, Finance Directors, Board leadership?

ICF (International Coach Federation) the global body that governs coaching defines coaching as

partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional Potential. Coaching is a distinct service and differs greatly from therapy, consulting, mentoring, counselling or training. It is a creative partnership with a client, focusing on designing and implementing specific, meaningful changes in the client's personal and/or professional life. It is solution focused which involves moving a client toward as desired future outcomes. It is a systematic listening to client's bigger picture of life and all other areas. It is client centered and listening to the inner thoughts and keeping coaching advice free for self-action on the part of the client. It is going with a person on a journey and letting them lead the way. Coaching come from the word carriage or wagon (Train wagon) that moves passengers from one station to the other. It carries you but it doesn't show you or tell you where to go. It is upon you as a passenger (Client) to know where and when you reach your goal. Coaching is situational and revolves around globally recognized ICF competencies. A coach facilitates the journey to enable a client graduate from dependency culture of being told what to do, to independence, to interdependence for coexistence. A CEO will never be successful until he / she is able to do this for his / her people (Line Managers).

A successful CEO must be that person who facilitates this to his/ her Management team, line managers and make line managers become the same to their subordinates. He/she has to find a coach for self and team. The late Peter Drucker defined management the best way ever. He defined it as “the ability to convert human energy or effort into measurable performance”. Chief Executive Officers and Group Chief Executive Officers, Finance Directors, Human Resource Directors can only get better at converting energies into measurable performance when they understand the energy and the coaching needed. The coach confidentially walks the journey with them. A Chief Executive Officer's performance requirement options can be defined to entail Job fit, how the organization is to be driven, manage diversity or performance, deal with organization culture and be able to juggle as many balls but if personal gaps are not handled via coaching, no change can be achieved. It is incumbent on Executives to stop and recharge. They must take charge of their own personal development and the best way is via coaching. It is after this that a manager's performance can genuinely be assessed and rewarded for: retention and development of talent, achieving the level of operational effectiveness required by the plan, building the unit's capacity to drive ambitious

strategy in subsequent years. WHY COACHING? We are in the advent of Lean mean Machine- Most organizations are keen to avoid waste hence the need for a lean efficient team. No time to stop and train- No held productivity time while training goes on. With coaching on the job, it is one person at a time. Vanished middle manager- it is now all about the working Manager. Coaches are filling the space left open by inexperienced or overloaded managers.

Coaching provides what some managers can't or won't specific skill improvement, sustained focus, a safe place for deep personal reflection, and the much-needed empathy. Increased pace of business – the pace is fast growing in this era of accelerated technological change and multitasking hence the need for people to manage their inner lives and adapt to change. Coaching/ Coaches can offer perspective and help employees structure their time and prioritize their activities more effectively. “Turbo leader” development- It takes long to develop young leaders or Millennials for them to synthesize their own experience. Coaching helps with targeted work in crucial areas. E.g. vision, purpose then knowledge and use of self. The “me generation” – the young

people feel they are special and they respond quickly to tailored programs. They see being developed as a right. Value addition- Coaching is individual driven and raises productivity from the highest of 22% from organization training to over 80%. Only the manager is well positioned to make the integration of the strategic, operational activities and people processes a reality. It requires upgrading the people process skills of the manager to complement the existing strategic and operational competencies and coaching does wonders in this.

“Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional Potential.

Jared Ouko is the founder member and first president of International Coach Federation Kenya Chapter. Has 14 years coaching experience, an OD and executive Leadership Coach with Ken Blanchard companies. Confidant group consultant SA. A keynote speaker and Coach, award winner and Hall of fame- Toastmasters International, an avid reader and Golfer. jared.ouko@kenblanchard.com www.predictiveindex.com



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- **To become a PI practitioner by understanding people as energy**

LYN MENGICH, SRC CHAIRPERSON



Salaries & Remuneration
Commission

Salaries, Salaries, & more Salaries: The big war

Shakespeare was apt and right:

There can never be anything adequate on the face of a person to reveal the fullness of the heart.

These words perch right in the same sentence with Lyn Mengich, the new Salaries and Remuneration Commission chairperson.

We get into her office on the 6th floor of Williamson House on 4th Ngong Avenue, and she ushers us in with welcoming smiles.

Her cool mien takes centre stage as we begin our interview, not knowing where to start from.

‘Welcome to SRC,’ she says:

‘....So madam Lyn, this is where MPs salaries are regulated...’ and we all burst into laughter, fully aware that the commission is in the middle of a not so comfortable conversation with our legislators over their perks.

‘...i didn’t see that coming, especially now that you are carrying that camera,’ she says, amidst our continued laughter.

The moment provides a perfect ice breaker for our conversation with a lady who has scaled the heights of success, bestriding the private sector, the international career spaces and a short stint in the manufacturing sector, before landing her current position as the SRC Chairperson.

Lyn Mengich took over from Sarah Serem as the chairperson of the Salaries and remuneration commission.

She is barely a year into her job but looks like she is at home in her corner office.

She took over from Sarah Serem who has since been posted as Kenya’s Ambassador to China. Ms Serem left the office in December 2017 after a six-year period at the commission.

Ms Mengich is a Human Resource (HR) professional with over 25-years’ experience. She honed her skills at the helm of both publicly traded and private firms.

She has also served in various capacities including at the Kenya Commercial Bank, Unilever, Barclays Bank, Shell, SmithKline Beecham and in consulting where she set up her own firm – Nuevo consulting.

She is also a fellow at the Institute of Human Resource Management Kenya, an alumni of IESE Business school in Spain, and Strathmore Business School.

Exemplary credentials.

‘Which was your most challenging assignment among all these roles?’

‘All the jobs I have had have been epic but then spearheading change across Africa for Shell – operating as Vivo Energy – was the most memorable. It was an Africa wide role that involved merging several cultures and learning to appreciate different cultural dynamics to ensure all people understand the company philosophy.’

She served as the Change Manager -Africa and Talent Manager – for shell when the African conglomerate was merging its operations across Africa.

A graduate of the University of Nairobi, she also holds an executive development program from Cornell University with extensive



SRC CEO
Anne Gitau

knowledge from different development programs in and outside the country.

‘How is it shifting gears from the private sector to the Public sector?’

I ask her.

‘Wow, it’s exciting and a very good learning experience on how the government works when compared with how the private sector works.’ she quips.

‘Are you going to win the war with MPs?’ we charge on, almost in unison.

‘We will continue discharging our mandate as a commission because we have a duty to ensure that the wage bill is sustainable to release funds for development and service delivery.

You realise that as it is today, both the National and county governments are spending a total of over 733 billion in salaries and benefits .

The wage bill takes up about 50 percent of revenue against a target of 35 percent set in the Public Finance management Act .This crowds out funds meant for development and service delivery. We have to be very careful and take cognisance of our situation as a country if we genuinely have the interests of Kenyans at heart and our children. We can’t continue like this!’ She affirms.

But do you think you will win this battle now that your Predecessor madam Sarah Serem tried without much success?

‘We can’t say that Madam Serem lost the war, no , no. That would be a wrong assumption to make because the Commission set



Hon. Dalmas Otieno,
EGH, Vice Chairperson



Dr Mumbua Munyao
Commissioner



**Mr John Kennedy
Monyoncho** - Commissioner



CPA **Sophie Moturi,** MBS
Commissioner



Mr James Maina Muhoro
Commissioner



Dr. Amani Yuda Komora
Commissioner



Ms Nelly Peris Ashubwe
Commissioner



Ms Margaret Sawe
Commissioner

salary structures for all state officers, MPs included, in 2013 and again in 2017.

Unlike the private sector where you can issue a board directive and its implemented, the public sector has stakeholders with different interests. Where stakeholders do not comply, the Commission has sought the intervention of our courts and we are committed to ensuring that we stake our case and rationalise the wage bill in the country.

‘But if SRC tries to fix MPs salaries, wont they cut your budget-ary allocations?’

‘We cannot work like that because then we shall have lost sight of our mandate. The constitution provides that commissions are funded by the government. We believe in dialogue and mutually beneficial conversations that are anchored around the need for all of us to realise that we have a country to lead and a future to secure for generations to come.’

‘There is a notion that SRC is only hell bent on cutting down salaries and benefits. What’s your take on that?’

That’s a notion that we must dispel from the public because fiscal sustainability of the wage bill is not about cutting down salaries and benefits, it is about principles outlined in Article 230 of the constitution and the SRC Act. The commission is bound by these principles which are; The need to ensure that the total public compensation bill is fiscally sustainable, the need to ensure that public service is able to attract and retain required skills, the need to rec-

ognize productivity and performance, transparency and fairness and Equal pay to persons for work of equal value. We don’t just operate in a vacuum, as a Commission with diverse professional backgrounds, we are bound by these principles.

‘You lead a very political and hot docket as is SRC, how do you manage to cool off the embers like during your weekend?’

I always wanted to play golf but never really got the chance to do it before. However, my children are now all grown and I have time to now be on my own with colleagues at the golf courses.

‘You don’t seem to have political inclinations, but what if the chance presents itself, would you throw your hat into the ring for any position?’

That’s a very delicate question because we never know what the future holds. A few years ago I didn’t contemplate being where I am today, and therefore I cannot completely write off joining politics. It all depends on which kind of politics you want to engage in. Women need to assert their presence in leadership because we have seen what they can do when given a chance. So let’s say we can’t tell precisely about the future. We will live to tell the story.

‘You have had a distinguished career. What’s the one secret that has brought you here?’

Never fear! Be bold enough, and as women, we need to even do more and get into boardrooms and make decisions. Without fear, we are unstoppable!

Inaugural Inter-Professionals Summit

For the first time, human resource practitioners, accountants, lawyers, suppliers and certified secretaries came together to explore areas of partnership in what was dubbed the Interprofessionals Summit.

Five professional bodies, namely, Institute of Human Resource Kenya (IHRM), the Institute of Certified Public Accountants of Kenya (ICPAK), Institute of Certified Secretaries (ICS), Kenya Institute of Supplies Management (KISM) and the Law Society of Kenya (LSK) brought their members together for the inaugural round table discussions.

The event was a first of its kind as it saw the various

professionals come together to discuss how they can assist in seeing the country realise its objectives through their respective professions.

Various matters were discussed including how tenets of professionalism and the need to espouse high ethical standards across the fields to ensure that vices like corruption are dealt with by the professionals.

The event, held in Pride Inn Mombasa, was presided over by Excellency Deputy President Dr. William Ruto.

We caught up with the IHRM Executive Director EBS Dorcas Wainaina and the ICS CS Obare Nyaoga:

CS OBARE NYAOGA, CEO, INSTITUTE OF CERTIFIED PUBLIC SECRETARIES KENYA

1

What idea informed the decision to have the inter-professionals summit?

- The need to have professional bodies work together, speak in one voice and promote collaboration.

2

What are the major areas of partnership will we see in the coming future out of the synergy of the three organisations?

- Working together with other professional bodies to instil discipline to members who engage in illegal or activities that can jeopardise the profession. And this applies to members who subscribe to more than one professional body.

3

Is the summit going to be an Annual affair?

- Yes this will be an annual event.

4

The summit was anchored around the clarion call by President Uhuru Kenyatta for professionals to help in the fight against corruption in the country. Any tangible deliverables that came from the summit? During the summit, it was agreed that:

- Professionals will not aid anyone's corrupt practices. This includes refusing jobs that will entangle a professional to a corrupt person.
- The person in power who aids a professional to come to certain unethical decisions must equally be held accountable.
- Professionals must be protected from political interference to give them confidence to ensure right things are done at all times.
- The professionals commit to mentor, coach the younger professionals that have taken senior roles at county offices.
- Meritocracy must be the dictating factor in human capital placement

5

Are there any plans to pursue a legal framework that will see the summit anchored in law and a fully functional interprofessionals body formed to oversee the conduct of professionals especially in the fight against graft?

- We have not envisaged this as at now but it can be something for future discussion.



CHRP DORCAS WAINAINA, OGW - THE EXECUTIVE DIRECTOR, IHRM

Welcoming Dr. William Ruto, Vice President during the 1st Inter-professional Summit

1 What idea informed the decision to have the Inter-Professionals summit?

- Professionals in this country work and operate in silos yet they all work within the same organizations. They do not speak to each for support and collaboration. This forum was then hatched to bring these professionals together and hold conversations on better collaboration and support for each other whilst practising as professionals under different professional bodies.

2 What other major areas of partnership will we see in the coming future out of the synergy of the various organisations?

- That if you are a registered professional in more than one professional bodies and you face disciplinary measure from one and get deregistered, all other bodies one subscribes to will equally deregister that individual.

3 Is the summit going to be an Annual affair?

- This will be an annual event.

4 The summit was anchored around the clarion call by President Uhuru Kenyatta for professionals to help in the fight against corruption in the country. Any tangible deliverables that came from the summit?

1. Corruption and stealing of public money is propagated by professionals. Each of the past accused persons belong to a profession and a professional body. Professional bodies must start taking action in calling out these individuals for discipline for not adhering to codes of conduct that all bodies have issued to their members.
2. All professionals must subscribe and observe the codes of conduct of the bodies.



MR. JOSEPH ONYANGO, MBS
National Chairperson,
Institute of
Human Resource
Management (IHRM)



ENG CHRIS OANDA
National Chairperson,
Kenya Institute of
Supplies Management
(KISM)



GICHUHI ALLEN
President,
Law Society of Kenya
(LSK)



FCS WAWERU MATHENGE
National Chairperson,
Institute of Certified
Secretaries (ICS)



FCPA JULIUS MWATU
National Chairperson,
Institute of Certified
Public Accountants
of Kenya (ICPAK)

3. Appointment to Public Service should require that one belongs to a professional body and provide a certificate of membership and letter of good standing so that when things go wrong, the professional body can be involved.

The professionals bodies will equally not hesitate to protect their members when they are unfairly accused without due process followed.

5

Are there any plans to pursue a legal framework that will see the summit anchored in law and a fully functional inter-professionals body formed to oversee the conduct of professionals especially in the fight against graft and promote professionalism?

- This is a possibility but we have not reached this level of discussion on the same. We only just began.

CEOs of ICPAK, IHRM, Institute of Certified Secretaries (ICS) and Kenya Institute of Supplies Management (KISM) this signed the MoU to jointly host 1st Inter-Professional Su



A collection of travel-related items including a camera, sunglasses, a globe, a magnifying glass, earbuds, a notebook, a passport, and Euro banknotes, all arranged on a teal wooden surface.

IN SEARCH OF GREENER PASTURES

Got a Job Abroad? Get You Started Here



Working abroad can be a fantastic way to see the world, gain great experience and color your resume even as you rise higher in your career. In May last year, Kenya's industry lobby for nurses raised the alarm after 600 nurses left the country better prospects abroad. The National Nurses Association of Kenya said about 500 caregivers leave the country every year for better jobs abroad.

Their regular destinations are: South Africa, Lesotho and Botswana. Quite a number also get jobs in developed nations, mostly USA, United Kingdom and Australia, despite a shortage of the skill in local hospitals. Why do they leave? Kenyans, who look for better opportunities abroad feel the pay offered in local institutions is too low compared to what their peers earn internationally. The association chairman Luke Simba was quoted last year saying there is a shortage of more than 6,000 nurses Kenya.

Nursing is not the only profession affected as lucrative house help job offers continue to attract hundreds of Kenyans into the Middle East nations. Kenyans could however do with some advice before accepting to shift abroad for work.

For jobs such as house-keeping and nanny jobs, just like all other opportunities abroad, it would be important to have your background checks on the employing institution all in the right order. Ensure that your travel documents, mainly passport and Visa are valid. Get the country-specific Visa, and where you can seek a long term Visa for the time you will be working there.

When you get your offer of employment, shop for the most affordable means by which you'll ship them overseas. If your employer could arrange a house for you, you may not need to move a lot of items otherwise do your research on where you will put up once you land in your destination country. In the event that you will rent your own house, make arrangements on payment of the lease before you even get there. There are other small, but equally important expenses which include water, electricity, garbage collection, telephone and internet that you'll need enough cash buffer to manage them.

Since shipping items is costly. It would therefore be wise to only pack your most important items. Carry enough personal effects to last you until your cargo gets to your new destination. You stand to enjoy fair pricing if you book your travel ticket in time. Once it's all systems go, you'll need to keep in touch with all parties – the airline, your employer, your host – as a slight change of plan could trigger a ripple effect in your planning.

Your travel, medical and health insurance are

of paramount importance. The requirements to get treatment at a health center abroad could be radically different from your home country. For instance, in the USA, having medical insurance is a must for all. It would therefore be very difficult to access medication if you do not have medical insurance.

Have your tax payment plan clearly mapped out. It is important to get in touch with a tax expert to fully understand what would be expected of you by the taxman.

Since you will be working in another country, it is only sensible to open a bank account in the place you will be living and working. It helps in sorting regular needs such as rent without having to keep transferring money from your international account. An international account will however come in handy in cushioning you against currency fluctuations and unnecessary fees when wiring funds across borders.

Living away from home means you will be working in a different culture. This will include how things are done in the destination culture, e.g., their social, religious and economic way of life. Even with all these, you'll have to keep warm ties with your family and friends back home. At the moment, there are various technologies that can help you get in touch with family. The feeling of wanting to be part of a group and liked by others is natural. One way we meet your need for connection shall be through friendships with different people depending on age, gender, and culture. Throughout your life abroad, you will engage in an ongoing process of developing new friendships.

For house help's jobs abroad, beware of the new norms in your employer's house. Guard your personal belongings, especially personal identification documents. Some employers would want to confiscate such documents and this is a red flag you need to watch out for. Always seek the services of a reputable recruiting company that is not only knowledgeable with your country's laws and regulations but also the practice in your destination country. If you can get in touch with the prospective employer before leaving your home country, it would do good to ask them all what you need to know as this helps address your concerns.

As you travel, think ahead of how to fit easily in the new time zone as well as working hours. In the developed nations, a wasted minute could cost you a connecting flight. You therefore need to appreciate your host nation's time management practice.

So there you have it. Being an expatriate will also need a measure of expertise!

Looking for Job in USA? Two women speak on their experiences

Susan Mwenda has been living in Texas for 17 years after leaving Kenya for studies and to search for greener pastures. She had just completed a secretarial course in late 1997 when the urge to move abroad for further studies came. She first landed in Michigan, putting up with a friend as they both joined a local community college. She also had time doing small jobs such as nursing aid at the homes of the elderly. This she started saving some cash and would eventually move to her own house. After years at Grand Rapids, she felt the nudge to move south to Texas, where many of her Kenyan friends lived. The weather is also warmer down south. For the time she lived in Texas, she worked at an insurance firm as an administration officer. She was able to keep one job for the length of time out there.

In April of 2018, however, she left USA for home. USA was

great, she said, but her heart belonged in Kenya.

“I knew I was living in disobedience because my student visa had run out many years ago. So the life of hiding from authorities was having its toll on me,” Susan told this writer. Other than an expired visa, Susan was left out of many family functions back in Kenya. She could not attend the wedding of her sister, her brother, and as well missed out on many milestones when her siblings got children.

“When you are out there, you try to create a family of friends but it doesn’t feel the same as when you are here. Blood is always thicker than water,” she said, reminiscing how she had to work long hours to save for her return. In the USA, she had to learn that the dating scene is not as glamorous as shown on Hollywood movies. Therefore, she came back single, well into her 40s. While many women want to latch on to a white man,



get married and as well get the legal right to be Americans, the whole game is really a lie, she says. There are lots of divorces and people living in marital arrangements that are out of order with their personal beliefs. “While some are lucky to meet their Mr Right or Miss Right, I have witnessed numerous divorces, which happen once one party gets their residential paperwork right, while others live in arrangements that are just plain awkward,” said Susan, who is hoping to get married and settle down.

For now, she is open to any jobs especially where she can serve in administration. “I also look forward to buying my own car, so that I do not need to take cabs when navigating Nairobi,” says Susan, who had bought her car in the USA.

“It was easy to buy a car there. You just get it on credit, and pay over time,” she reveals. Back in Kenya, a mostly cash economy, one has to buy using liquid cash or make bank arrangements to a certain percentage to buy an asset such as a car.

When she jetted back, her family and cousins gave her a surprise party, at least to ease the settling back in. They did not want her to feel like she had made a mistake of deciding to come back home. Numerous other Kenyans abroad have expressed a desire to come back after living abroad for decades. They feel they would

want to settle down back home, and spend their senior years with family. For Catherine Miriti, who retired from Teachers Service Commission in early days of 2000, being abroad was mostly to help her daughter care for the young children. But she stayed on, and more than 15 years later, she has now decided to come back home to enjoy her pension.

“America is a wonderful land,” says the former Biology teacher in Meru. “I have travelled, met many new and interesting people, and even worshipped with fellow Catholics as far away as Rome,” says the staunch Catholic, who could not miss the morning Mass for anything.

“It is however not so green over there, and one must work hard and be disciplined with money as well as everything else, be careful to always stay on the right side of the law. You don’t want to go to jail there as a foreigner,” she said, remembering her time in Detroit, a city with very high crime rates. Another problem is the issue of skin colour, or race, really. A black person must learn the unspoken rules, such as where to live, and to keep your taxes in check. Joining proscribed groups just because one feels black could land you in criminal activities, jail or end up earning you a ticket back to Kenya, as a deportee.



A portrait of Ayaan Chitty, a man with short dark hair and glasses, wearing a dark suit jacket, a light-colored shirt, and a dark tie. He is smiling slightly and looking directly at the camera.

Hiring Right Skill Set for Kenya's Future Workplace

BY **AYAAN CHITTY**

The technology revolution and future of work has arrived and has already caused a major shift in the way people think, behave and act in both their personal and professional lives. As a result, businesses have been forced to adapt to these changes just to stay in business.

In a recent survey I conducted with a cross-section of Kenyan companies, acquiring the right talent came out as the third most pressing challenge for HR professionals in the country. Through my ongoing discussions with HR leaders, I am aware

that there are similar challenges within the East Africa region.

The main reasons appear to be attributed to the following:

- The skills gap – a mismatch of workforce skills with the employment opportunities available
- The war for talent in the increasingly competitive market
- Companies struggling to adapt to the changing environment and expectations of the new generations.

There is much more to the topic of talent in Kenya than meets the eye and it would be easy to write an entire book on the subject. In this article, I am focusing on the overall theme of the changing workplace and therefore, looking specifically at the key skills required by businesses as they plan the journey of taking their organisations into the next generation.

During my visit to Kenya in August 2018, I set the scene for how companies could prepare themselves for the future digital workplace in my training session and talked about the topic briefly on the *K24 Inside Business* show.

9 Core Skills for the Next Generation Workplace

During the session, I asked the group what they thought the key skills for the future workplace are and soft skills, creative thinking, analytical skills, leadership skills, IT skills, being goal-oriented, team building, and critical thinking were all put forward. These are of course all very relevant and show that the HR leaders in Kenya are already thinking towards the future. However, I'd like to expand on that list with the following:

1 Digital Collaboration: the world has been embracing virtual working for some time now and the use of technology to be 'virtually present' in meetings and participate in projects requires a different approach to being physically present in the room. Likewise, the increasing use of e-mail requires certain strategies to ensure it is effectively used, rather than becoming a severe drain on time and productivity. A recent *Forbes* article suggests that 2.5 hours each day are spent reading and writing e-mails. How much of this time is productive? Using clear and concise communication is imperative, to avoid the need to go back and forth for clarification and with so many different communication tools available (telephone, e-mail, instant messaging, WhatsApp, SMS, video conferencing etc.), the ability to determine the right one to use in any given scenario can also be a challenge.

2 Digital Mindset – the ideal candidate will be a 'digital native' or at least feel comfortable with the fast pace of change and technology being at the heart of the business. Developing a mindset to leverage technology to solve challenges or answer questions and using the power of data to influence informed decisions are key components to the success of businesses in the digital age.

3 Dynamic Problem Solving – thriving in a constantly changing environment must be embraced through the ability to solve challenges dynamically and by continuing to innovate new ideas to problems, rather than trying to apply traditional thinking to new problems.

4 Dynamic Learning – the ability to learn, unlearn and re-learn is a crucial skill in this ever-changing digital world.

5 Humanising Digital Relationships – technology has enabled the world to be more connected but remaining human in a world full of technology is more important than ever. Knowing how to build authentic relationships and the ability to navigate the global and connected workplace will continue to become increasingly important.

6 Learning from Failure – many people today have been conditioned to see failure as a negative thing and this has prevented them from trying new things or experimenting. Learning from failure and seeing it as an opportunity, rather than a setback will be increasingly critical to success.

7 Critical Thinking – the increasing access to data and information can be overwhelming and requires a higher level of interpretation, filtering and processing than before, to ensure the information is used in the right way to inform decisions.

8 Multi-cultural Intelligence – the business world is becoming far more international each day. Culture, language, religion, socio-economics and backgrounds are much closer now than ever before. Being able to appreciate the benefits of global business and respond to working across geographies in a positive and impactful way will be crucially important.

9 Functional Agility – a job for life and the proverbial career ladder are things of the past; employees today must be able to show agility and success across different roles, responsibilities and businesses. The rise of the "gig" economy means a shift from traditional employment and brings higher levels of change, uncertainty and flexibility.

6 Steps to Actively Attract the Right Talent

1 Build a strong, compelling brand – your company brand must be attractive to new talent and make current employees feel proud to work for. Consider Google or Facebook; many people have a positive impression of what it may be like to work for Google or Facebook, even if they have never even applied for a job with them. For a regional example, think about how Safaricom have strategically positioned their brand in the market. This is the power of having a strong brand. Does your business create the same impression? Do people know who you are or what your business is about? If you aspire to be a leader, it is crucial for your brand to be recognised.

2 Social media – leveraging social media is becoming increasingly more powerful way to position your brand, building a talent pipeline and establishing a platform for communicating with the people you want to speak to in the marketplace. Spend time creating a social media strategy, to ensure you are leveraging the tools in the right way.

3 LinkedIn – the well-known network of almost six million users is fast becoming an end-to-end talent solutions company, with many exciting developments planned. The site has become increasingly popular with both candidates and companies looking for talent. Creating a company page as part of your online brand and hiring strategy is the first step; prospective candidates that resonate with your brand and vision will be able to follow your company page and provide an easy platform for you to communicate and engage them. There is a wealth of further opportunities for companies who are open and willing to embrace the platform.

4 Glassdoor – technologies such as Glassdoor now allow past and present employees to provide insights into what it is like working for their employers. This can either be seen as a problem or an opportunity to take control of your company on Glassdoor by adding information, updates, photos and responding directly to reviews in a positive and constructive way. Actively encouraging employees to post positive reviews about experiences they have had and exciting projects they may be working on is a way to counter some negative opinions from disgruntled employees.

5 Visually tell your story through your careers site, social media, talent pool database and other key channels; speak directly to those you are trying to engage. Be clear about your vision, what you stand for and the ideal candidates you are looking for. Being too general will not attract the right candidates, so it is critical to tailor your message so it resonates 100% with the candidates you are trying to reach.

6 Incorporate technology into your hiring – there are many exciting new technologies being developed each day. At the basic level, introduce an Application Tracking System (ATS), in conjunction with your careers site, which makes it easy for candidate to apply and helps to control the process flow. Gamification technologies are also an excellent way to engage candidates using games, while assessing them against the core skills you may be looking for to create the right 'fit' for your business or the role you are hiring for. Many of the skills outlined above cannot be assessed through the traditional application and interview process.



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If you would like to join my future events in Africa, please visit my website and connect with me on social media: www.AyaanChitty.com

About the Author

Ayaan Chitty is an entrepreneur, author, international speaker, trainer and the authority on global digital HR.

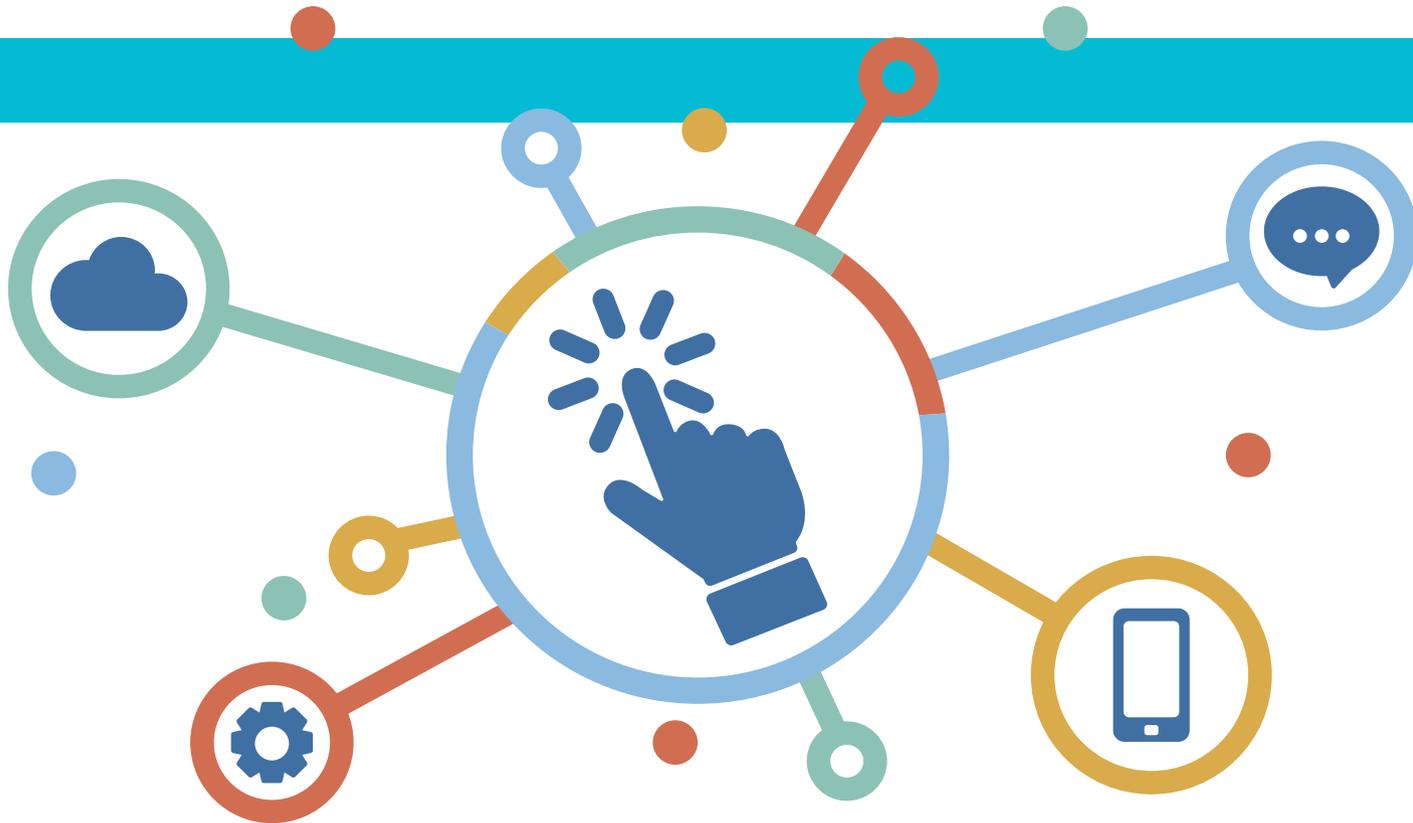
Ayaan has 12+ years of experience in the HR technology space and has worked directly in 15+ global markets (and supported many more) with world-renowned blue-chip companies, such as PwC, London Stock Exchange Group, Aon Hewitt, Alight Solutions, FTSE International, Borsa Italiana, Millennium IT, Mott MacDonald and Russell Investments.

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Stand out like a true professional

With high qualifications, a colorful career and experience, one needs an image that sees you come out polished, proficient, and professional. One of the easiest ways to put your image above par is to dress well. Professional dressing should not end after the interview or be limited to a business meeting but rather transcend in your everyday life.

Inappropriate dressing easily passes as a sign of laziness and or irresponsibility. A right outfit on the other hand boosts one's confidence and earns respect.

For men in formal workplaces, the official dressing can be less complicated. Twenty first century has however brought change in men's fashion by creating a thin line between official dressing and dressing to conform to fashion trends. To stand out, a man ought to put more effort beyond the suit and a good shave.

Colors mean a lot. Your choice of color determines the mood, energy and the perception people can have of you. Black colors bring out a classic and sophisticated look but can be perceived as dull and depressing sometimes; that is why it is essential to spice up black suits. Blue mainly inspires confidence and can signify success and trust; navy blue is the best color for an interview.

Green signifies growth and sophistication while red brings out action, power, and energy. Purple can be perceived as elegant and brings out authoritative while by picking brown you can be viewed as a dull one even if you are reliable.

Irrespective of the set-up, a man should wear a fitting suit with matching jacket and pants with a black belt; the shirt should ideally be pressed and colored, preferably a solid, stripe or of a simple pattern.

The recommended shoe is dark leather with dark dress socks (although some people prefer colored socks)

A tie should not be too long or too short, and its bottom should barely cover the entire belt buckle. Do not reveal any tattoo nor piercings and the cologne should be mild if it cannot be avoided.

Okay, you have a well-dressed suit but that does not guarantee smartness, the first thing people notice is your face,



proper skin and hair care is vital for men, poor grooming spoils the first impression. A clean professional shave works very well.

Undeniably, men have different skin types; ranging from dehydrated ones to the oily types. Do not just pick any product, check the label and choose that which suits your skin type.

Eyebrows and nose hair are the least of worries for many men, but it is a very critical aspect of grooming. You don't want to look all bushy in a professional set up. If you have extremely bushy eyebrows, keep them well trimmed.

Nose hair may seem too funny, and one may consider it less important, but it is a very unpleasant feature in one's face, it is usually a turn off for many women, let alone executives. As part of the grooming, use tweezers or nose clippers to get rid of any visible hair.

Now let's address the professional dressing for ladies. Unlike men, professional dressing for women can be quite complex. However, there are dress code basics that should not be missed out.

You will never go wrong with a business suit or an appropriate dress or skirt suit with a matching jacket. During an interview or for a business presentation or first meeting / day at work, It is recommended to look extra professional by selecting black or any other neutral color (dark gray, navy blue, brown) for a suit, ensure the top and bottom are matching.

Pants should not be tight fitting while the skirts must not be shorter than the knee. Reserve the revealing clothes for evening dates and weekends, they include plunging necklines, miniskirts, and dresses.

Put on professional yet comfortable shoes. The most recommended shoe is a closed-toe heel whose inch should be less than 2.5" You don't want to cause a scene by the way you



walk with that four-inch stiletto. Wear heels only if you are sure you can handle them, if not, stick to flat shoes.

Avoid too much makeup, keep it simple; just some eyebrow makeup, face makeup and minor lipstick. You don't want to look like a clown! Remember you are trying to avoid being distracting. Too much makeup can be seen as a sign of low self-esteem and a way of 'trying too hard' to impress.

Don't reveal that little, cute tattoo on your arm, it is not fascinating in such places as you may think and the nails should be neat. Apply faint nail polish if need be.

Mild perfumes are the best; someone should not be able to smell you before they can even see you. Also, perfumes odor can be sensitive to some people, and you can visualize talking to someone uncomfortable with your presence.

Hair says a lot about one's character; you may look your best, but poor hair grooming can easily destroy the entire look. Whichever the hairstyle, it should be neat.

For both men and women, professionalism does not end with proper dressing, behavior matters a lot. You have to sit straight, be alert and engaged. A smile is said to be the best makeup as it creates an impression of friendliness and approachability.

Always make an eye contact when speaking and offer a firm handshake when you greet. You should maintain an upright position during conversations. Small non-cues behaviors such as fidgeting, giddiness, biting of nails or playing with jewelry should be avoided. Breathe in and out when any nervousness kicks in!

Now that you got your physical image on point, it is more critical to sharpen your social skills and improve your charm with grace. A professional should have the ability to use good manners, social etiquette, civility, and charm in your relations with colleagues at work or networking events. Such behaviors improve professional effectiveness and also boost self-confidence. Lack of people skills can bring out a show of disrespect, discourteous and abrasiveness.



Stricken Stars, Who Bears the Blame?

It's time we address the need for harnessing talent and why it is equally important to love Kenyan stars during their low moments. Honestly, we cannot brand champions national heroes only when they put the Kenyan name on top of the map but quickly forget them once the fame fades. Let's stop this! It not only takes talent to achieve success in sports, one needs to work hard.

While many people, including

marathon great Paul Tergat point fingers at the government for neglecting these heroes and letting them live in squalor, a statement by Said S.K. Paul, a senior official at the National Olympic Committee still raises eyebrows.

"The government and sports bodies do all in their power, including organizing conferences and mentorship camps, to make these sports people act rationally, but we can only do much for a famous grown up."

Conjestina Achieng is a perfect example of a hero whose fame quickly shifted from being an International icon following her win of the Women's International Boxing Federation's middleweight belt.

She was everyone's sweetheart, especially the handlers (managers, self-proclaimed public relations experts among others). But once her fame started to fade, people abandoned her, leaving her broke and frustrated.

Her plight even worsened when she was checked into a mental hospital. "Even if the government gave money to sort her out, these greedy people would show up again to manage her and leave her at first sight of a hiccup," Mr Vitalis Gode, the Secretary General of the Kenya Basketball association,



expressed his pessimism on the system.

Not long ago, the International Association of Athletics Federations (IAAF) served former Olympic and World champion Asbel Kiprop a four-year ban for doping. And perhaps owing to the attendant rejection, the scandal-saddled athlete posted a tweet insinuating suicidal thoughts on his social media recently.

It's therefore, time to change the way we handle such issues:

Sportsmen, athletes and even former soldiers engage in extensive training during their peak years; they usually make huge personal sacrifices to soar higher, and in most cases become great ambassadors of their countries. To some extent, they sacrifice personal,

family and romantic relationships to pursue their career, talent, and work.

However, the shift occurs when they hit their limit. The worst turn of events is however marked by massive failure in their lives owing to financial constraints or being caught up in doping claims especially for athletes. When they suddenly quit the rigorous training, they become susceptible to depression.

Another factor which can be attributed to the difficult transition is the sudden reduction of the huge demands of their athletic performance where they lack the drive and intense devotion to boost their athletic competition.

Such stories of players who undergo post-career money problems (financial



Sportsmen, athletes and even former soldiers engage in extensive training during their peak years; they usually make huge personal sacrifices to soar higher, and in most cases become great ambassadors of their countries.

stress or bankruptcy) need to be addressed, and they should be prepared to bounce back after losing it all.

Besides getting good jobs, grants, loans, and assistance that can help in the transitions, sportsmen and women should also be educated on managing finances. During the peak of careers, they should be taught how to make financial sacrifice and investments. The importance of constantly checking the account and recording what is getting in and out should also be emphasized.

Such personalities should be taught how to minimize their identification with the sporting role and expand their self-identity to other pursuits by engaging in other activities like coaching and mentoring of other athletes.

During the peak of their career, they should also acquire stress management and time management skills which will help to reconcile sport with other roles.

Building strong relationships with coaches, friends, managers, and family is essential for their personal growth, the support will provide avenues in life which will expand their minds and diversify their identity

Sports personalities are underrated and presumed by the public to be resilient, healthier, fitter, and happier than others. This can make it difficult for them to seek help. They matter only when they are shining! Fame without fortune must be the hardest to thing to live with, ending sports career is a difficult one, and this is the time, they require maximum social support and communication.





Is gambling choking Kenya's economy?



A decade ago, gambling in Kenya was conducted in casinos where those at the top of the economic pyramid met to cut deals. One had to have a solid financial muscle to partake in this game.

Fast forward in 2019, a primary school pupil in one of Kenya's remotest village just needs her mum's identity card number, a mobile phone and as little as Sh10 to bet for a slice in an instant millions promise.

A recent gambling survey by PricewaterhouseCoopers ranks Kenya, South Africa and Nigeria as fast growing gambling markets in the region with their combined revenue in the margins of \$37 billion last year.

According to the study, the general gambling industry in Kenya is expected to grow at 6.8 per cent on a compound annual basis. The rising population

of sports betting is likely to further accelerate this growth.

A spot check of advertisements on three television stations between 1PM and 10PM on 27th April, 2018 revealed that two out of five advertisements every hour touched on gambling, with sports betting leading.

During the day, sports betting firms were official sponsors of two programmes airing right about same time.

It is no wonder that latest survey by Hootsuite showed that 11 of the top 20 Google search queries by internet users in Kenya in January were directly related to betting.

Furthermore, a 2017 Geopoll survey on gambling in Sub-Saharan Africa showed that Kenya has the highest number of millennials who take part in sports betting.

According to the survey, 54 per cent of youth in the region have tried their hand at gambling, with Kenya leading at 76 per cent followed by Uganda at 57 per cent.

In April, Interior Cabinet Secretary Dr Fred Matiang'i revealed that betting firms generated at least Sh202 billion in revenue in 2018, but only remitted Sh4 billion in taxes.

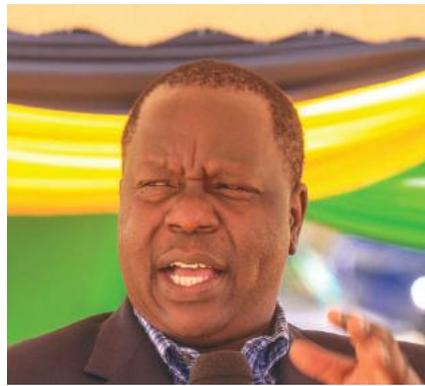
He now wants strict penalties imposed on betting firms in the country, saying they have worsened social economic status of the public especially the youth.

According to the CS, 54 per cent of people actively involved in betting are low-income earners and over 500,000 youth have been blacklisted by lending agencies.

His argument is supported by the 2019 Finaccess survey by the Central Bank of Kenya and Financial Services Deepening (FSD) that revealed that most families in Kenya are in a debt cycle, majorly for consumption and betting.

Speaking after a meeting with the Betting Control and Licensing Board (BCLB), Dr Matiang'i said renewal of the firms' licenses would be subject to proof of tax compliance.

"Effective July 1, 2019, all betting licenses in the country stand suspended



Effective July 1, 2019, all betting licenses in the country stand suspended unless the holders have paid all their taxes. None will be renewed for those who fail to comply." Matiang'i

unless the holders have paid all their taxes. None will be renewed for those who fail to comply," Matiang'i said.

Yet this is not the first time the government is talking tough against gambling which a 2012 study by America's National Council on Problem Gambling (NCPG) said is more dangerous than drug or alcohol addiction.

In June 2017, President Uhuru Kenyatta assented to the Betting, Lotteries and Gambling Bill (Cap. 131) which increased the tax rates to 35 per cent.

The National Treasury had originally proposed raising the tax rate to 50 per cent, saying the rapid growth of on-line gambling hurt the young and vulnerable, and the proceeds from the tax would fund sports, culture and the arts.

Former Gem MP Jakoyo Midiwo, who drafted the gambling Bill warned that the practice will break Kenya's economy, only benefiting few individuals.

This move saw betting firms cut advertising spend, sponsorship deals and even threatened to relocate to other countries.

Mid last year, the government gave in to the pressure by betting firms and their sympathizers and lowered the tax from 35 per cent to 15 per cent. However, the winners of games and

bets are expected to pay a 20 percent tax on their prizes.

Although gaming companies are positioning themselves as responsible, putting up adverts that cautions those below 18 years against betting, researchers are worried over the trade's social economic impact on both nations and participants.

According to the 2019 Finaccess study, gambling is partly blamed to Kenya's worsening non-performing loan position and household poverty rate.

According to the acting director of research at CBK Raphael Otieno, although the government is generating handsome revenues in form of tax from the sector, the game is polarizing the country's primary social economic fabric-household.

He added that it is worst when the youth - the country's economic engine - is gambling than investing in profitable ventures.

"When the family's savings are spent on betting with no sure returns, it simply means double poverty-no food, education and work, leading to depression and hopelessness," he said.

In 2018, Kenya recorded the highest suicide rate of 422 for every 100,000 people, mostly men. This was attributed to various factors including financial constrain, love triangles and mental illness.

Elsewhere, a 2010 study on gambling in Hong Kong revealed that of the 233 gambling suicides in the city over the course of a year, 110 of the victims had significant debts related to their problem.

The study found out that majority of these were male, middle-aged, married and employed.

Few showed evidence of prior psychiatric problems because they appeared normal in every way except that they had gambled their way into a bottomless pit.

Even though there is no study in Kenya that directly links the growing suicide rate and depression to gambling, there is no doubt that the vice is denting national economy and destroying social economic fabric of families.

Diversity & Inclusion at the Workplace

By **Levis M. Nderitu & Andrew Maina**

Recently, my colleague Andrew and I were invited to speak at the Institute of Human Resources Management Forum in Nairobi on “Diversity & Inclusion in the 21st Century”, in partnership with Hivos East Africa. Every time I think of ‘Human Resources’ (HR), my mind conjures up a bunch of job rejection letters I received, and the last words after an interview “we will get back to you.” From my many interactions with HR, what has stuck with me for a long time is an experience from when I was about 24 years old, a fresh graduate from a top Business School in Kenya. After a rigorous selection process, my dream of working for this large company was dashed when, at the finalist level, one of the managers said to me, “with your voice, I don’t think you will be able to work here.” It’s been 10 years; and your guess is right, I never got the job.

Studies show that we all have biases. Consciously or unconsciously, we all have them. Our brain uses past experiences to make short cuts to decision making. Evidence reveals that our brain takes in 11 million pieces of data per second, and only 50 are processed consciously. This habitual lazy aspect of our brains is not only a mechanism for survival, but the source of our unconscious bias. It results in affinity bias, where we favor people like us; gender bias where we treat men and women differently; and conformity bias, where HR/recruitment managers hire people that would ‘fit in the culture’ of the organization.

In 2003, an experiment was conducted where 5000 resumes were sent out; resulting in the findings that:

- If the name on your Resume/ CV is Emily or Greg you are

more employable than Lakisha or Jamal.

- White names received 50% more callbacks for interviews.

In Kenya, during a press conference, a certain politician casually told a journalist, “Your name betrays you,” revealing his ethnic bias. Indeed, our prejudice manifests itself in many ways. [The Implicit Association Test](#) or Project Implicit by Harvard is a valuable tool to assess one’s bias towards gender, age, race and sexual orientation.

The [business case for diversity and inclusion \(D&I\)](#) is clear. That diverse teams are more innovative, perform better, and spur creativity. However, a study by Boston Consulting Group found that half of all diverse employees (women, ethnic minorities, and LGBT) stated that they see bias as part of their day to day work experience. When employees do not feel that they are valued and that their voices matter, they are less likely to be fully engaged; are likely to leave the company in 3 years; and, their potential is not fully maximized.

The question then is, why don’t we have organizations that reflect the diversity in the society? One where millennials, people living with disability, Lesbian, Gay, Bisexual & Transgender people are represented. For instance: In Kenya, we have a population that is over 50% female, over 60% youth, with 42 ethnic tribes. Yet a [2017 study, by Kenya Institute of Management](#) on Board Inclusion, reveals that female representation at the boards of the Nairobi Stock Exchange stands at only 21% and 0.2% of young people aged 25-34 years.

Representation matters! It is important that diversity of age, gender, race, ability, ethnicity, sexual orientation, backgrounds etc. is given a seat at the table. A diverse

50%

In Kenya, we have a population that is over 50% female, over 60% youth, with 42 ethnic tribes.

21%

Yet a 2017 study, by Kenya Institute of Management on Board Inclusion, reveals that female representation at the boards of the Nairobi Stock Exchange stands at only 21% and 0.2% of young people aged 25-34 years.

talent not only represents the society as a whole, but the consumers as well. In fact, it will allow for better understanding and capturing of the market.

However, having a diverse workforce in and of itself doesn't add value to the organization. It may be helpful only when fulfilling compliance requirements or diversity quotas, but it is the inclusion of the different voices that brings out the full circle benefits of D&I .

Inclusion means that all the differences are valued, each voice is heard, and employees can bring their full selves to work. Inclusion creates an atmosphere of trust, belonging and community. Inclusion allows the Muslim to wear her hijab to work; the gay/lesbian employee to bring their partner to the office party and lets the single mom to leave early to pick her child from school.

Human Resources practitioners and those charged with diversity and inclusion need to be aware of their biases; they need to recruit for diversity; and, create inclusive cultures at the workplace, to create business value. In the end, we are all seeking the same things: acceptance, happiness and a purposeful life. We are all human beings, not just people with jobs.



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Delegates during the 1st 2019 training on HR Excellence



The Executive Director with CEO Mr. Roy Sasaka when he paid a courtesy call to the Institute



The Executive Director CHRP Dorcas Dee Wainaina OGW with Prof. Maria Nzomo during the International Women's Day celebrations and "Pioneers & Transformers" official book launch #WomenTrailblazersKE



Mrs Mary Koinange, Principal Administration Secretary during the HR Excellence Awards



The Executive Director CHRP Dorcas Wainaina OGW with Ms. Winnie Pertet (Centre), Chairperson National Employment Authority_Ke and Member IHRM during the #NEALaunch on Friday 17th May,2019.



The Executive Director with Mr. Cleopas Chiketa (CPF), Business Executive Coach, ICF Member, Zimbabwe and Head of Corporate Communications Ms. Irene Kimacia when he paid a courtesy visit



Guests during the launch of the USIU Africa Institute of Higher Education Research & Leadership Development (IHERLD)
The Institute will be a Higher Education research hub in an effort to promote best practice in Higher Education



Labour CS Ukur Yattani, The National Chairman elect, Mr. Joseph V. Onyango and the Executive Director Dorcas Wainaina.

Mergers and Acquisitions: New Law comes to Rescue Staff

The news of impending mergers and acquisitions are often met with approving nods from market stakeholders, as they denote future business clarity and potential improved bottom lines. Often, the plight of the employees, either staring at unknown future in a new working set-up or impending redundancy, is never fully highlighted by dealmakers or the media. This is especially evident in horizontal mergers, and acquisitions, where duplication of certain skills cannot be entertained further. To improve the value of the merged institution, and grow better earnings for shareholders, excess fat ought to be trimmed.

But with various laws and regulations impacting on mergers and take-overs in Kenya, why is the plight of the employee least regarded?

The Kenyan M&A market is largely guided by Capital Markets (Takeovers & Mergers) Regulations, 2002, Competition Act, Company Act and the COMESA Competition Regulations. Other legal and institutional frameworks are Nairobi Securities Exchange, the Competition Tribunal and the Capital Markets Tribunal.

Also, we have Kenya Information and Communications Act, the Banking Act, the Insurance Act and the Income Tax Act, all responsible for carrying out successful mergers.

When insurance firm Britam sought the blessings of Competition Authority (CAK) to fully acquire Real Insurance Company in a cash-and-share swap deal valued at Sh1.4 billion in 2014, questions were raised over the overlapping roles in non-life insurance segment. The regulator gave a nod on condition that Britam retains at least 85 per cent of the Real's 105 work force.

After the acquisition was successful, Britam announced it would implement an early retirement plan targeting 100

employees “to remain agile, relevant and responsive to the changing market conditions.”

Since then, Kenya has witnessed a healthy appetite for firms going the M&A route. CAK says it received 150 merger notifications in 2017/18 compared to 130 in the previous period, while acquisitions stood at 42 during the period in review compared to 41 in previous year.

Recent deals include acquisition of oil marketer KenolKobil Plc by Rubis Énergie SAS at Sh35.3 billion, merger between Telkom and Airtel telcos, merger between NIC Bank and Commercial Bank of Africa, Société BIC’s acquisition of Haco Industries Kenya manufacturer, acquisition of Copia (e-commerce) by Dutch’s Goodwell investments for Ksh200 million, acquisition of Morocco-based SAHAM Finances by Sanlam and Vivo’s takeover of Engen’s businesses for Ksh20 billion.

Baston Woodland, advocate of the High Court of Kenya, says Kenyan labour or employment laws have addressed little on matters pertaining the automatic transfer or assumption of employment contracts during the transfer of an undertaking.

“This is arguably so, because employment contracts in connection with Mergers and Acquisition transactions are considered as personal contracts incapable of transfer without the consent of the employee,” he adds.

There is a slight reprieve, in that, proposed amendments of the Employment Act, 2007, if enacted into law, will allow employees of a company being transferred to another as a result of a merger or an acquisition to have a say in how they are treated during and after the effect of the deal.

“More specifically, and of keen interest in this article, is the amendment and insertion of section 15A of the Employment Act, 2007 that introduces the role and status of an employee during the transfer of an undertaking as a going concern; either effected through a sale, merger or operation of the law,” adds Woodland.

With the new law, it means that employment contracts will automatically transfer to the proposed merged entity. This means that an employee, making such contracts to gain effect after the transfer, as though originally made between the employee and the transferee.

“This implies that the employees have a right to transfer on their old employment terms, including pay, working hours and annual leave,” he says.

The regulation will not necessarily mean that it will tie down the new merged entity into enforcing the employment contracts. In the event of the need to cut down the number of staff due to jobs duplicity or financial constraints, the firm will be within its power to execute redundancy.

“This, nonetheless, does not in any way suggest that harmonisation of employment contracts is impossible. It can still occur where the merged entity cites technical, economical/financial reasons which may inevitably result to the restructuring of the previous employees’ contracts,” says Woodland.

Still, the proposed amendments will introduce a window period to allow notification to the employees of the impending merger or acquisition, the timeline of the deal, implications and measures put in place in respect of the staff.

Mergers and acquisitions, even as they result into formidable institutions, often leave many employees stranded and lost. The Kenyan banking sector, which has the largest M&A’s to date, saw staff size shrunk by 6,020 employees in the last three years to December 2017.

“The investment community focuses on costs. They generally always like the idea that you can cut workers,” says Peter Cappelli, director of Wharton’s Center for Human Resources. “They are such a small part of the overall global economy and their effect on it is tiny.”

Companies should pay attention to how they treat the people who are leaving for several reasons: namely, the survivors, the people who are left behind to keep the show going. Both Barsade and Rothbard agree that one of the key factors in predicting how corporate survivors and those who get laid off respond is each individual’s perception of “procedural justice.”

“Were fair standards and clear guidelines applied?”



With the new law, it means that employment contracts will automatically transfer to the proposed merged entity. This means that an employee, making such contracts to gain effect after the transfer, as though originally made between the employee and the transferee.



If you are a line manager, your ability to bring in a therapist for everyone is extremely low. So you have to let people vent, you have to let them be angry ... Many managers feel uncomfortable dealing with sadness, fear and anxiety — and they are feeling it themselves, too.”

Or were the layoffs done in an unfair or ambiguous manner?” asks Rothbard. “It’s usually important for the company to use consistency and clarity (in making the announcements), and explain what the criteria are for the people who are losing their jobs.” What the literature has found, adds Barsade, “is that the best way to help survivors get through this period — as well as help the people who are laid off — is if there is the perception of procedural justice. Is the layoff process fair and transparent, and recognized as such?”

MacDuffie suggests that employees respond better to layoffs if the process “does not violate the sense of a psychological contract” between the employee and the company. It’s important that the employer turned to layoffs as a “last resort, not a first resort. If mismanagement from the top causes the layoffs, then obviously it is going to produce a very different feeling. If there is a scenario where managers imperiled the employment of a lot of people who placed their trust and faith and retirement savings with them, that has a different feeling too.”

The P&G and Gillette merger, MacDuffie says, “is two successful companies coming together, a merger that is trying to take advantage of economies of scale and better use of distribution networks, that is going to end up with redundancies and layoffs. But if the growth prospects overall are high, people may take a relatively positive feeling into the merger. If they are not in a place where the redundancies are, their jobs will be safe, and prospects for the company’s future are enhanced.”

For those who “survive” and keep their jobs after a restructuring, the results can vary. For instance, people who are resilient by nature tend to do better, and if survivors are surrounded by positive, resilient people, everyone tends to perform better. Both survivors and those who lost their jobs tend to go through a natural phase of grieving — similar to the steps of grieving that occur after a death, as outlined by author and physician Elizabeth Kubler-Ross, says Barsade. “They are mourning the loss of friends, the loss of the organization. Once you have undergone a layoff, it jolts you. It is a feeling of betrayal. And you have to manage that.”

How? “If you are a line manager, your ability to bring in a therapist for everyone is extremely low. So you have to let people vent, you have to let them be angry ... Many managers feel uncomfortable dealing with sadness, fear and anxiety — and they are feeling it themselves, too.” More often than not, the situation is particularly “sticky for middle managers — who didn’t decide that this (layoffs)



should happen but are in the position where they have to carry it out for the organization.”

The Push for “Employability”

Mergers and acquisitions offer another challenge — keeping the survivors who are “acquired” and clearly bring value to the new company. MacDuffie notes that companies that do this successfully “work hard to communicate to the employees that they match the new company values and culture. They put a lot of careful attention into the human factors that would make them inclined to stay” — factors ranging from e-mail availability on the first day of work to future stock options. Otherwise, talented employees “are primed to be picked off by other firms” after a merger.

The ubiquitous nature of layoffs and the changing perspective on employment may also play a role in how people respond to mergers and acquisitions that result in layoffs. “I don’t think there is ever a way to be comfortable with (layoffs), because it introduces an element of risk to anyone’s employment,” says MacDuffie. “But the fact that it’s more common today means that there’s no stigma to being laid off. You are not as likely to see it as your fault. It’s the result of organizational change. The



new word is ‘restructuring.’ It’s a fact of life in our economy.” Cappelli agrees. When it comes to layoffs, “there is a clear message that it’s not about individual performance, particularly with mergers and acquisitions, when it’s due to duplication of jobs.”

MacDuffie admits that young workers today are much more reluctant to embrace a job for life and have adapted to today’s push for what many call “employability.” “Companies today offer employees ‘employability’ — which means that ‘we promise you wonderful training and experiences, so even if we have to lay you off, you could sail out and get a new job.’” Though he knows it exists, MacDuffie questions many aspects of this changing employment contract. “Will people adjust to a new reality and be willing to take the view that, ‘Oh, I’m here to get skills; I’ll have many more jobs in my lifetime’? Will that actually prevail, or will the reaction be cynicism, mistrust, withdrawal of effort and commitment, a lot of things that are negative for the company and the individuals involved?”

MacDuffie points to a recent survey of American workers aged 18 and over which shows that only 45% of workers say they are satisfied with their jobs; only 20% feel very passionate about their jobs; less than 15% feel strongly energized by their work; and only 31% believe that their employer inspires the best in them. The “New Employer/Employee Equation Survey” — conducted by Harris Interactive, Inc. for Age Wave, an independent think tank, and

The Concours Group, a global consultancy advising senior executives — points to a somewhat ironic consequence of the so-called “employability” model for workers.

“If you begin to embrace the notion of employability, you are getting less commitment,” MacDuffie says. “I’m not sure why. One view is that people are very committed to the job they are doing, to the projects that they are on, but they are not caught up in loyalty to the company. Maybe this is an acceptable loss. But the other view is that people are not just less committed but they are cynical, they are suspicious, they are always kind of calculating ‘What is in it for me?’”

The importance of taking the human factor into account, however, may be slowly gaining respect in the world of corporate mergers, for one simple reason: When these multibillion adventures begin to fail — and statistics show that at least half of them do — the accusatory fingers begin to point to the possibility that layoffs are not as successful a strategy for organizational change and increased performance as previously thought. MacDuffie suspects that in time, the typical Wall Street “old knee-jerk response — ‘Oh there are layoffs, let’s raise the stock price’ — may be replaced by the need for more assessment.” Layoffs or restructurings that are announced in the absence of any articulated plan for the future might actually bring the stock price down, he says.

BY KINYAJUI KOMBANI

The Future of Work: Are we ready?

I recently ate at a restaurant without waiters. Wait, someone will ask; how can a restaurant not have waiters? Isn't that the first thing you expect when you go to restaurant?

Instead of waiters, this restaurant had an iPad fastened under each table, and all I needed to do was to follow the easy prompts for my meal. I checked the options for the food that I wanted, then another screen asked me to confirm how I wanted it cooked. Another screen gave drink options to accompany the meal, and another told me that people who had ordered the same meal also ordered a side dish (which cost a little more but I picked it anyway). Finally, I checked my price and selected 'confirm order'. The screen gave me a confirmation that the meal would be with me in 25 minutes.

As I waited for my food, I looked around the restaurant and estimated there were least 70 patrons. Seventy patrons, and only three staff (one at the counter, one to bring the orders and one to wipe surfaces). I could not help but remember one popular restaurant on Moi Avenue where the number of waiters is almost equal to the number of patrons! And the waiters stand against the walls waiting for patrons to order something.

This led me to think about the future of work, and whether we really are ready for it.

See, when HR people talk about the future of work, we normally talk about it as if it is something that is happening in the future. Well, the future is here. Now! Is HR preparing colleagues for the future of work? Does it keep us awake to know that the future of work is here, and we may not be ready for it?

Businesses have changed, spurred on by technology, disruption and a changing culture and work environment.

Technology

Technology has changed the way companies do every-

thing, and the way customers interact with products.

When I joined the working population over ten years ago, we were proud to indicate, in our CVs that we were proficient in Ms. Word, Ms. Excel and other computer applications. Now there is no need to do that because proficiency in computer applications is a standard skill.

Automation has become the norm, and with it, the human workforce is shrinking. Artificial Intelligence (AI) Robotics and Automation were concepts we only saw on movies and sci-fi books. It is now very much with us – where you can get a loan on your mobile phone within minutes.

AI does a check on your legal status, credit rating and behaviour and determines how much you qualify for – in seconds.

AI is increasingly used for HR processes such as hiring, to remove the unconscious bias that comes with human interactions. And AI is now being used to check social media activity of potential candidates to determine whether their personality traits matches the culture of the company.

It is clear, now than ever, that companies must rethink their work architecture to avoid going the Kodak way (for the younger ones, Kodak was the largest producer of Polaroid film, and when the digital photos went into fashion they dismissed it as a passing fad. They haven't recovered to date).

Disruption

A few years ago, if you asked a taxi driver who his competition was, it would be the taxi on the next parking slot. A bank would point at other banks as competitors. Both knew that if they did everything they did daily – washing their cars (taxi), serving clients well (bank) – they would be in business for ages. Little did they know that competition would come from the unlikeliest of sources. Not another taxi, but a taxi hailing app that didn't even own taxis. M-Pesa has shaken the banking industry – Safaricom recently announced that they had lent out over KES 6 billion in loans only a few weeks after their Fuliza overdraft service.

Standard Chartered recently opened its fully digital bank in Cote d'Ivoire. There is no service that you get in the branch that you cannot get on the bank's newly launched mobile app. People argue that we will always need a human interaction – so, when did you every use your cheque book for your personal account? The other day I asked a twenty-something year old this question and she asked me, "What is that even?"

Culture and work environment

According to HR trends, employees are now, more than ever, interested in the culture of the company. Office environments are changing even more rapidly with concepts such as flexible working (employers allowing more staff to work at flexible locations –

e.g. from home, or flexible hours) as we push to improve the employee value proposition.

What does this mean for the training world?

"Workers of the future will spend more time on activities that machines are less capable of, such as managing people, applying expertise, and communicating with others. The skills and capabilities required will also shift, requiring more social and emotional skills and more advanced cognitive capabilities, such as logical reasoning and creativity." - McKinsey & Company

If you are a training manager, are you ready to cater for the present and future learning needs of learners who are no longer expecting to come to class because they work from home?

Is your learning platform adapted to learners who are now very digitally savvy – who spend more time on their phones? You surely cannot be training them the way it has been done in the past, with one-size-fits-all, PowerPoint slide-heavy, instructor-led training!

How are we ensuring that the people have the right skills for today and tomorrow, to be proactive rather than reactive? LinkedIn lists the most in-demand soft skills as Creativity, Persuasion, Analytical reasoning, Collaboration and Flexible approach (a.k.a. Adaptability). On the other hand, the most on demand hard skills are Cloud computing, Artificial intelligence, Analytical reasoning and People management.

This tells us where we are heading from a people development perspective. So how do we do we convert this into learning? Or should we cross the bridge when we come to it?

Has your world shifted or is it just mine?

As I finished eating my food, I used the iPad to give my feedback about the food. Five stars.

Kinyanjui Kombani

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PICTORIAL



Delegates during the Nairobi HR Forum



ED with FIHRM Ms. Lyn Mengich Charperson SRC, FIRM Dr Lawrence Ndombi & FIHRM Alban Mwendar during Table HR Launch



Delegates during the 1st 2019 training on HR Service Excellence - Delivering Fundamentals



The National Chairman Mr Joseph V Onyango MBS with Council Member Wycliffe Osoro, Executive Director CHRp Dorcas Wainaina, Ms Elizabeth Koki Managing Partner Koki Associates & Ms Dorcas Nderitu during NairobiHR



ED with Ms Carole Kariuki CEO Kepsa, Council Member Ms. Miriam Mwangi & CEO Centromy during women in HR



Cake cutting during the IHRM White Party



The Executive Director with CS Obare Nyaega CEO ICS during the relaunch of IHRM Magazine



The National Chairman Mr. Joseph V. Onyango, MBS with The Executive Director CHRP Dorcas Wainaina OGW and Nairobi County Senator, Hon. Sakaja Johnson during the National Employment Authority_Ke Launch Friday 17th May, 2019



HRM Council Members Mr. Wycliffe Osoro and Ms. Patricia Okello in Mombasa during the Interprofessionals summit.



Guests during the launch of the USIU Africa Institute of Higher Education Research & Leadership Development (IHERLD) The Institute will be a Higher Education research hub in an effort to promote best practice in Higher Education



The work environment is very critical, and it has a significant influence on employees' wellbeing, productivity, and comfort which translates to the company's growth. The standards of a modern office change all the time and many firms fail to conform to the rapid changes in the sector; In fact, most organizations put minimal effort in modifying workspaces for their employees.

Boosting Productivity in the Office

We all know of those jammed office rooms where employees struggle for breath, space and even sacrifice their interests for the sake of work. Such employees are confined to an unpleasant room for a limited time, and in this case, the greatest joy of such workers is to leave that office at 5 pm.

The work environment is very critical, and it has a significant influence on employees' wellbeing, productivity, and comfort which translates to the company's growth. The standards of a modern office change all the time and many firms fail to conform to the rapid changes in the sector; In fact, most organizations put minimal effort in modifying workspaces for their employees.

Smart companies put a lot of innovation in the design of the workspace and make it more like playgrounds where employees keep yearning to come back the next day. In effect, the employees develop a good attitude and put their best at work. Such workspace is mainly characterized by openness, creativity, and collaborative work environment.

Your employees have various needs, and to perfect their concepts, you should structure various spaces to fit different needs. A modern office should not lack small spaces such as phone booths, focus rooms, smoking zone and more importantly, changing and breastfeeding rooms for mothers, this will go a long way in boosting their wellbeing.

Research shows that activity-based type of work is more efficient in boosting employees productivity; for instance, employees work differently. Some take breaks by making calls to loved ones; others like to smoke during work breaks while others prefer to brainstorm alone or with a few colleagues. Such employees' record high satisfaction rates and perform best with such options. Spaces for various needs are a MUST for any modern workspaces.

Having a well-equipped kitchen is unavoidable because honestly, one can't just do without food!

"It is expected that if you want your new moms to settle, you provide them a comfortable space, it is even stipulated in the law. The space allows them to express themselves well, minimize stress since they know the baby is well taken care of," says Sanlam Kenya Human Resource Manager Eunice Waweru.

Ultimately, Ms Waweru says, the new moms are more productive at work.

In addition to that, she adds that the firm has a sick bay which allows for employees who "feel a little off to go and relax. Such spaces improve the employee experience, when they are happy, they concentrate

better at work. A happy employee equals a happy customer which in turn improves the growth of the firm and contentment of shareholders."

Some companies even go the extra mile and provide gyms for fitness junkies in the office. Imagine starting your day with some routine exercise; this provides ultimate satisfaction and drive for employees.

Friday evenings are drinking time for most workers, who just feel the need to unwind and start the weekend, why not set up a drinking joint within the office, this will increase the employee's relations, increase satisfaction and ultimately boost their growth.

It's a new world where technology is a perfect recipe for any functioning company; a modern office must keep up with the growth of tech which streamlines processes and productivity of companies. A good example is the Internet of Things (IoT) devices which help in the connection of intelligent workspaces, IoT can help in the location of rooms, monitoring temperature and air quality. It can also help employers track data usage and time wastage by employees.

A modern office must strive for healthy-work life balance by creating time for random doctors' checkups, appointments, follow-up on those with chronic diseases, team building as well as childcare and family needs. A worker who feels comfortable and valued is happier, healthier and productive and is likely to stay longer at a company.

As much as workers need personal space, companies must create collaborative spaces where they can set times for office meetings that will build relationships and offer limited time for brainstorming and reporting results.

A modern space should also be appealing with a clear mission, culture, brand and corporate identity. Come up with ways to incorporate the corporate identity for instance by naming meeting and conference rooms according to various themes; this is a nice way to communicate the organizational culture to employees.

Finally, do not stop with those few adjustments at the office! Conduct regular surveys on your employees to find out the rate of satisfaction to figure out what is working and not. The study will help the firm to recognize the various employee's lifestyle. It is not possible to customize each aspect of the office to every employee, but the regular checks will go a long way.



MILLENNIALS

LEADING THEM

Different sources qualify various generations in existence differently since no chronological start and end points have been set for each of them, but in general:

- Gen Z/iGen/Centennials: 1997 – yet to be determined
- Millennials or Gen Y: 1981 – 1996
- Generation X: 1965 – 1980
- Baby Boomers: 1946 – 1964
- Traditionalists/Silent Generation: 1928 - 1945

There is a lot of research on the millennials on various fronts, probably because they represent the largest percentage of our workforce and their impact is prominent. Trust has come out dominantly as one of the things this generation does not score very well. I am a millennial myself and this subject has intrigued me over the last few months.

So, who is a millennial? As listed above, this is the cohort of persons born between the early 1980s to the mid-1990s and comprise the majority of the workforce around the globe today. This generation was severely impacted by recession, as it caused record unemployment, affecting young people joining the workplace.

Why trust and target the millennials?

Approximately 60 per cent of millennials have been studied by various agencies and bodies. Many articles I have read mention that millennials do not trust much. In fact, I recently attended a conference, themed around Trust, and when I mentioned that Millennials are quoted as low

trust cohort, there were murmurs across the room. On further discussions after the conference, chit chat with the participants proved true. I had a chance to network with individuals in gen Z and baby boomers and they attended to the claim that millennials do not trust much. They question everything!

Why the low trust?

Millennials came about at a time when the world was undergoing massive changes such as parents divorcing, everybody was lying to them including government, churches and politicians, there was the recessions during these years. Dan Schawbel, founder of the Gen Y research and management consulting firm Millennial Branding, says that millennials are used to not trusting CEOs and politicians and just corporations in general,” they like blogs so much because they feel they are written by an individual and it’s not an agenda, and it’s a personal account of their thoughts and how they’re feeling, and so they can better align with that, especially if the content is written by someone who understands them or someone who is a millennial themselves.”

As a millennial, I spend an average of 37 per cent of my day at work, roughly 9 hours, therefore need to be at my optimal, happy and be meaningful. After all, the motto of our generation is YOLO (you only live once)!

How do you cultivate high trust with millennials at the workplace?

Trust must be built if we want to bridge the generational gap and work effectively. Here are a couple of tips to man-

agement and leaders to create trust with your millennial employees:

- **Show you care**

Theodore Roosevelt said ‘people don’t care about how much you know until they know how much you care’. In order to establish trust, caring by itself isn’t enough—you must *show* that you care. You may genuinely care, but if you need to show and express it – be real and authentic. How then? Ask questions like “Can I help you in any way?” and “What do you need from me to learn, grow to add value?”, show gratitude even for the smallest thing – moreover, be consistent with these expressions

- **Check in regularly**

Here I don’t mean you micromanage, this is a no with the millennials, well with anyone. Make yourself approachable so your millennials feel comfortable to want to ask you anything. Whether it’s physically coming in the office, sending regular texts or another form of communication, establish a relationship with your millennials on a regular, weekly basis. Act in a way that’s relevant to them, which lets them know you care. They will remain loyal and retention will go through the roof.

- **Own up to mistakes** when they happen

As leaders and managers, accountability for actions is a must. Own up to mistakes, wrong actions and decisions, things gone wrong. By doing this, you are setting a good example for the millennials to follow. By so doing, you are showing, like any human, your weakness and imperfections, that is it okay to have them and they will trust and follow you for this. You will earn their trust more!

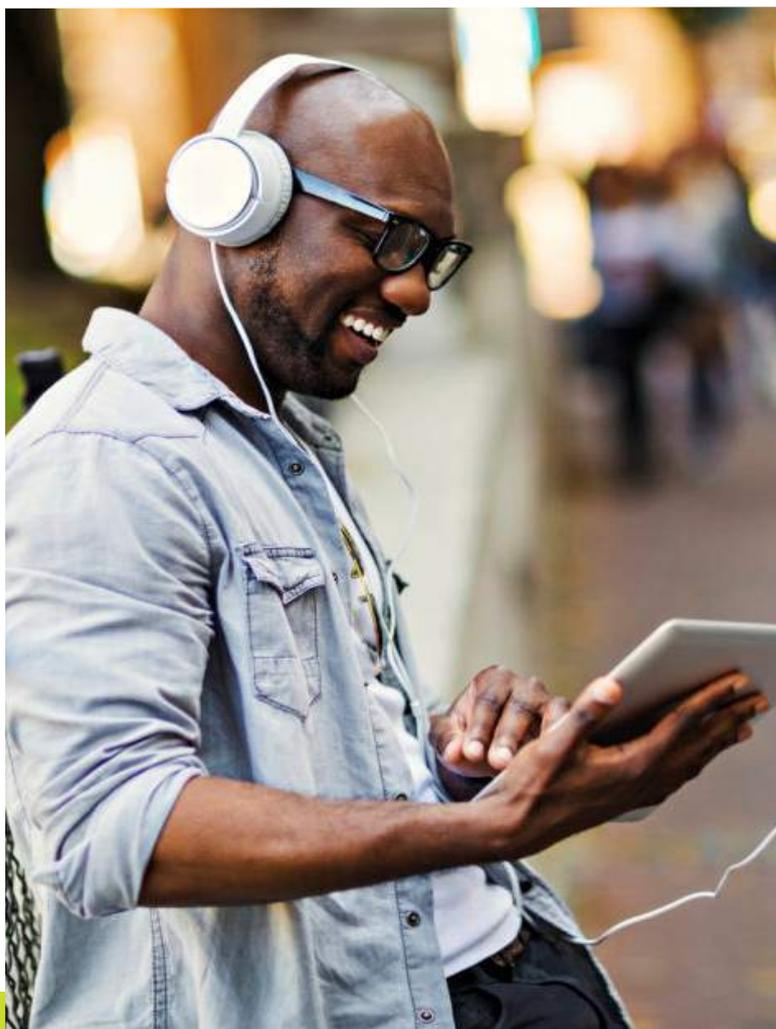
- **Keep promises and be sincere**

Millennials require frequent, two-way feedback assuring them that their ideas and concerns are a part of decision-making. To truly engage millennials, leaders have to make an authentic effort to keep their promises and no mince their words around an issue. If you promise that you are passionate about work life balance, show and act it, and let the issue not remain an ongoing discussion or thought that is not put to action.

In a nutshell, if you practice these and more, you will retain your millennials longer, have a motivated workforce and have a positive working environment.

About Author

Irene Kirimi is the Deputy Director, Human Resource Learning and Development at Action Against Hunger. She is a certified member of IHRM.



MILLENNIALS COACHING & MANAGEMENT SESSION

66% of Workforce will be Millennials by 2020

- ☺ What impact do they have?
- ☺ How do you manage them?
- ☺ What market influence do they have?

COMING SOON

City girl ventures in logistics

Clad in a deep red blouse, black coat and a black pair of trousers held above her waist, nothing about the young lady before us portrays the authority she commanded as one of the youngest CEOs in Kenya. Sorry I am late, she says shyly, pushing back her black illuminating hair just like any other beautiful girls her age.

Behind Tracy Mulei's beauty lies strong entrepreneurial and analytical mind that has seen her successfully run Shujaa Delivery, a startup that has been providing on-demand delivery, door-to-door delivery and errand running courier service in Nairobi for the past three years.

We had a chat with this budding entrepreneur who has defied odds to plunge into male dominated field and dreams of building a million-dollar e-commerce network with international footprint.

Who is Tracy Mulei

Born and raised in Dandora slums, Tracy, says she fully understands the consequences of being poor. Poverty strips you off dignity hence loss of purpose in life. I have tasted its bitterness, notes the 25-year-old.

My hardworking parents gave me decent education. I have a certificate in Business Administration from the Kenya Institute of Management and a diploma in web design and development from Nairobi School of Design.

I dreamt of a well paying job after graduation, just like other youngsters do. I got employed once, but it was not rewarding.

Were you born an entrepreneur?

It is a family thing. My mum runs her cleaning service business where she offers her services to homes and offices, whilst my dad has his own construction company where he allocates masons and plumbers to construction sites. The entrepreneurial bug bit me while in college. I used to (and in fact still do) make peanut butter and sell to my friends and family. I never gave it much thought though. It was simply for my upkeep.

The genesis of Shujaa Delivery

There is a job I got immediately after graduating from Nairobi that opened my eyes to this business idea. One day, I was tasked to deliver a document to one of our clients but the rider (bodaboda) nearly got me fired.

The boda boda sector in the country was not well defined by then. Every rider could ferry both customers and delivery services. He delayed delivering the document to our client because he got another client on the way.

This experience gave me an idea to start a professional, reliable and fast courier company.

My brother was my boss. One day, with few savings from the job that lasted less than six months, I told him that I was quitting to start my company. As an avid entrepreneur, he did not doubt my choice, he offered to support.

Apart from offering me a space in his Kilimani-based office, he promised to help me develop Shujaa Delivery website.

And then...

I pitched this idea to several riders but none of them was committed to it. They felt that the partnership will take away freedom. I decided to my own motorcycles and hire riders. I had limited capital, so I bought only two.

This was a perfect start. I embarked on a marketing

binge. I have visited almost every office in Westlands and Kilimani area. I also attended companies' end of year parties and other social joints where I talked to people about Shujaa Delivery.

Today, we have managed to recruit 44 riders and offered delivery and storage services to tens of companies in the country including Jumia, Corner Shop, Rocckbern Coffee and several reputable public relation firms. In total, we have at least 30 clients on retainer.

What sets Shujaa Delivery Apart?

Shujaa is a wholesome logistics firm. Apart from delivering, we offer small scale warehousing. In Kenya, most warehousing firms target manufacturers or large movers, blocking corporate and enterprises.

We take our riders through rigorous training on customer care, traffic rules and general business etiquette. Time is of the essence in this business, we ensure that they keep it. Shujaa Delivery dispatches a rider 10 minutes after the client has requested a delivery, thus saving time.

Timely and effective communication is the cornerstone of our business. We have a 24-hour customer care desk where clients can call if they'd like to make any changes on the destination of the package. We are also very active on social media where we have a minute by minute interaction with our customers.

Our pricing model is unique and competitive in the market. Unlike our competitors who derive their pricing on time and weight, we only focus on distance, hence no extra charges. We charge per kilometer, making our pricing standard and more predictable to clients.

What are your future plans and aspirations for your company?

I see my company growing into a global company to compete competing with global leaders such as DHL, Aramex, Fedex, among others. However, I want to exploit the Nairobi market, go national, regional before getting wings to fly globally.

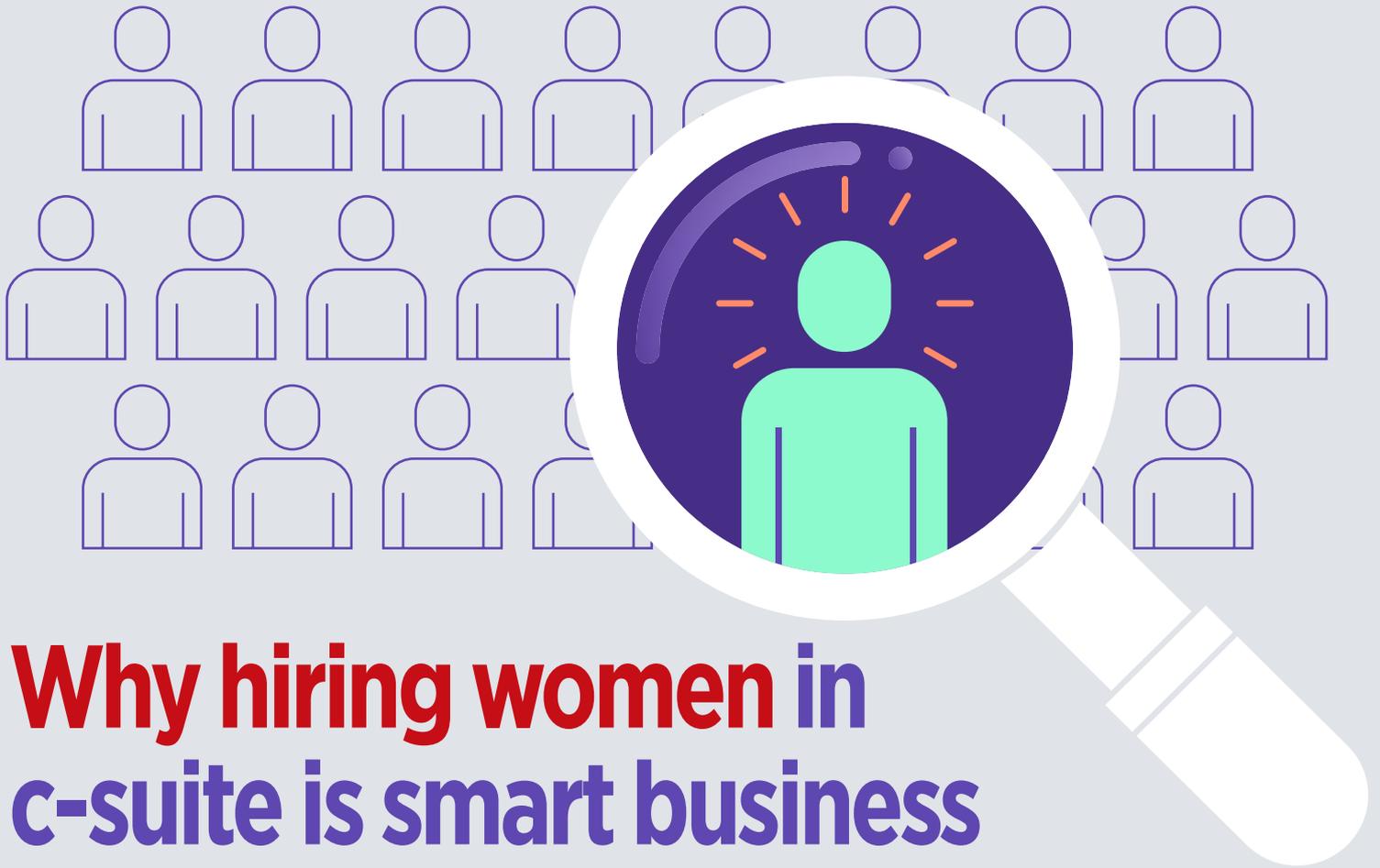
I love Kenya so much. I hope that my company will play a key role in job creation and perhaps offer solutions to social economic issues affecting Kenyans like poverty, high crime rate and depression.

What gives you the most satisfaction being an entrepreneur?

Honestly, the most satisfaction comes when a client is satisfied with our services and refers someone else to use us to do their deliveries.



Today, we have managed to recruit 44 riders and offered delivery and storage services to tens of companies in the country including Jumia, Corner Shop, Rocckbern Coffee and several reputable public relation firms.



Why hiring women in c-suite is smart business

BY KAILABI KAMAU

Only six women occupy the coveted corner offices among Kenya's 62 publicly-listed companies at the Nairobi Securities Exchange. The sextet includes Gerridina Johanna Maria Ten Den, who was in January appointed chief executive at Limuru Tea Plc, Margaret Odhiambo (Eveready East Africa Plc), Nasim Devji of Diamond Trust Bank, Rebecca Miano (KenGen), Beverly Spencer-Obatoyinbo (BAT Kenya) and Marion Gathoga-Mwangi (BOC Kenya). Nozipho Makhoba is currently acting CEO at STANLIB Fahari I-REIT, the real estate fund listed at the Nairobi bourse. She previously served as chief financial officer.

Further, there are only three women who serve as chairs of boards of Nairobi-bourse listed firms. The club of female chairpersons has Anne Mutahi (Standard Chartered Bank Kenya), Isabella Ocholla-Wilson (Unga Group), and Lucy Waithaka (Eveready East Africa).

Kenyan women are now earning, albeit at a slow pace, key executive positions and entering the boardrooms of the

country's blue chip companies, where they previously had little or no representation. "When a woman is in charge, there is always more scrutiny and higher expectations," says Nelius Kariuki, who served as chair of Kenya Reinsurance for eight years, between 2007 and 2015.

Only one in four, or 23 per cent of board members, at NSE-listed companies are women, further highlighting the gender gap in corporate Kenya. Male dominance on boards is blamed on old boy networks for directorship appointments.

"Relying on the old belief that meritocracy alone will make women rise to the top of corporate leadership is naïve given the plethora of male-dominated boards which recruit their own," according to the 2018 Corporate Women Directors International (CWDI) report.

The under-representation of women has also been caused by the requirement in many companies that one has either previous boardroom or executive experience, especially that of CEO and chief financial officer to serve in a board.

Slow and marginal as the advance of women may be, women need to groom themselves to take up the top jobs.

Future of the Kenyan Professional

19th-22nd March, 2019. Pride Inn, Shanzu, Mombasa

INVESTMENT KES. 60,000 EXCL. VAT

OBJECTIVE:

Promote synergy among Professionals for higher levels of effectiveness in the workplace

HIGHLIGHTS

- a) Establish foundations for effective alliances among the Professions
- b) Balancing workplace politics with Professionalism
- c) Devolving Professionalism to the Counties
- d) Compliance, performance and ethics across the Professions
- e) Ethical Leadership & Relational Thinking
- f) Anti-Money Laundering, Anti-Terrorism and Institutional Audit

PAYMENTS:

Institute of Certified Public Secretaries of Kenya
Kenya Commercial Bank, Capital Hill Branch
A/C No: 1103151045, SWIFT CODE: KLENX

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REGISTER NOW!

Industrial gas manufacturer BOC Kenya stands out for having a long streak of women CEOs at its helm. Ms Gathoga-Mwangi's two predecessors are all women: Millicent Onyonyi (2016-2018) and Maria Msiska (2010-2016).

Interestingly, Stanlib Fahari's c-suite is an all-female cast. They include Ruth Okal (property asset manager), Irene Maloba (financial manager) and Evelyne Kinara (risk and compliance manager).

Past global studies have found that there is a positive relationship between diversity - age, gender, race - in company leadership and management and performance. There are currently over 75 research studies from numerous countries indicating that more women on boards correlates with a company's better financial performance, according to the Washington DC-based lobby CWDI.

However, only 29% of corporate executives see gender diversity in corporate leadership as a necessary component of their business strategy, says a McKinsey report.

"Companies should insist that when board openings occur that nominations committees' or search firms' recommendations include women candidates," says CWDI.

A 2016 study by the US-based Peterson Institute for International Economics, which involved 21,980 firms from 91 countries, found that the impact on performance is greatest for female executive representation, followed by female board proportions.

But CEOs representation has no noticeable effect. This

pattern highlights the importance of creating a pipeline of female managers and not simply getting women to the very top.

For profitable firms, a move to have the share of female leaders increase from zero to a third would increase the net revenue margins of the firms by 15 per cent, according to the study.

A study by global consultancy firm McKinsey in 2007 found that companies with significant numbers of women in senior management did better on a range of criteria, including leadership, accountability and innovation. These attributes were associated with higher operating margins and market capitalisation.

The reduced role of women in Kenya's boardroom and corner offices is out of step with the spirit of the Constitution which states that no gender should occupy more than two-thirds of boardroom seats in State-owned companies or in firms where the government's ownership is more than 50 per cent.

This constitutional requirement puts Kenya in the league of 24 countries which have mandatory gender quotas for companies - with only two being in Africa. The other country is South Africa, according to Corporate Women Directors International data, which says quotas are a good strategy to achieve gender parity and corporate boards.

Curiously, Crown Berger, EA Portland Cement, Kakuzi and Williamson Tea Kenya - have no women in senior management.

HR professionals should sit in County Boards

The Institute of Human Resource Management (IHRM) has drafted a Bill which is in its Second Reading at the Senate, to guide HR management in counties.

Each of the 47 Counties has a Public Service Board whose members are appointed by Governors, with the approval of County Assemblies. Clause 58 of The County Governments Act, 2012, provides that the membership of the board is comprised of a chairperson, at least three, and no more than five, other members, and a certified public secretary who is the secretary to the board.

In line with its mandate as stipulated in the Human Resource Management Professionals (HRMP) Act No.52 of 2012, The Institute of the Human Resource Management has an obligation to the public to ensure that human capital management is in line with existing global standards.

This includes ensuring that Boards such as the County Public Service Boards whose

mandate is fundamentally HR in nature are properly constituted ensuring that the Board has relevant skills and competencies.

IHRM now demands that all 47 County Public Service Boards MUST have a qualified and licensed HR professional as either the Chairperson, CEO or at least a Board Director in order to address People Management issues as witnessed in the past five years.

This is because governors have been accused of arbitrary sackings, deployment and suspensions during transitions, with most coming with new employees who are mostly their supporters.

The bill would bring stability and offer security of tenure to county employees as the transition of governors would be entrenched in the law.

There have also been instances where new governors remove old boards or come with new employees through incoherent recruitment, which is inconsistent with best HR Practices.

The IHRM Executive Director Dorcas Wainaina has urged Governors to develop HR policies and conduct a skills audit to achieve proper



It is sad that most of the cash given to counties is used to pay salaries. We need an urgent audit of staff so that we can retain those who are qualified for the available jobs and save money to use for development”

Ms Wainaina



placement and attain proper skill utilisation. “It is sad that most of the cash given to counties is used to pay salaries. We need an urgent audit of staff so that we can retain those who are qualified for the available jobs and save money to use for development,” Ms Wainaina said.

The Institute of Human Resources Management (IHRM) said the passage of such a bill would ensure that prudent human resource practices are entrenched across all levels of government.

This further informed by the fact that there have been no tangible policies guiding on the recruitment of persons at the devolved units. Further, matters are complicated by arbitrary operations when it comes to things like handling staff disciplinary cases or granting leaves at the counties.

The Institute therefore demands that qualified and certified members of the HR fraternity be

considered in the subsequent appointments in June 2019 either as CEO, chair or members.

Council of Governors Chairman Wycliffe Oparanya (Kakamega) said the bloated workforce was financially draining counties, leaving them with little funds for development.

Mr Oparanya proposes that the national government intervenes to help address the crisis.

“The council proposes that counties be given Sh4 billion so that we use it as a handshake to offload the workers we inherited from the defunct local and municipal councils,” he said.

According to the Capacity Assessment and Rationalisation of the Public Service Programme (CARPS) audit report, the number of public servants registered at both levels of government are 199,921.

Central Rift
Branch Forum

Help Them Grow or Watch Them Go

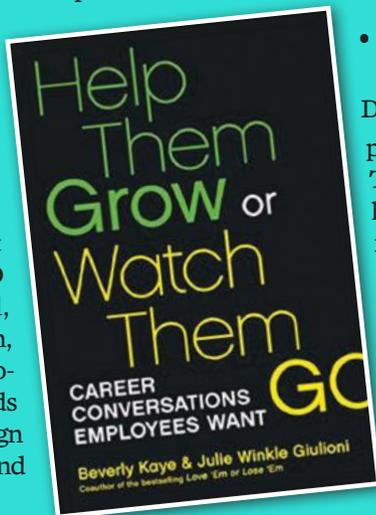
Human resource managers have a substantial stake in career development, a company's productivity, engagement among the managers, and other employees. Most HR managers have however tied themselves to routine administrative jobs while steering clear of engaging in career development and growth of a firm's talent pool. In their book, *Help Them Grow or Watch Them Go*, authors Beverly Kaye and Julie Winkle Giulioni highlight the importance of an even bigger role for HR managers and cite "coaching culture" as a new move that companies which yearn to attract and retain talent, and remain competitive need to invest in. The book has simple and useful tools, guidelines, strategies and conversation tips for aspiring managers, supervisors, directors and team leaders.

The authors are an experienced team who've written a roadmap for coaching and developing people at the workplace. Kaye, who's the CEO of Career Systems International, specializes in engagement, retention, and development while Giuliani, co-founder, and principal of DesignArounds — a consulting and instructional design firm — focuses on leadership, sales and customer service.

Kaye and Giulioni question why most companies do not focus on career development yet they cite it as the best tool that can shore up productivity, cut expenses, improve quality, innovation, and results. Why isn't everyone using it?

"Employees express their dissatisfaction with how they are being supported in their careers. At the same time, managers across industries, regions, and levels uniformly report a moderate to severe lack of competence, comfort, and confidence in themselves in regards to this critical job expectation.

The author compares the development of employees to eating healthy and exercising. You know it's good. You know you should. If you're like many managers today, you just don't do it as well or as frequently as you would like."



The pair singles out five "immobilizing myths" which have been used as an escape towards career development as;

- Lack of enough time
- Ignoring the topic will make employees not think about it, and the status quo will be safe
- It is not my job employees; should own their careers.
- **Everyone is striving for a bigger, or better:** promotions, power, and prestige

Development efforts are best concentrated on high potentials, many of whom already have plans in place.

The book also offers three distinct types of conversations: hindsight, foresight, and insight which provides a framework for thinking about conversations that help employees grow.

- **Hindsight conversations:** Help others look backward and inward to determine who they are (provided in Chapters 3 and 4).
- **Foresight conversations** are designed to keep employees looking forward and outward toward changes, trends, and the ever-evolving big picture.
- **Insight conversations:** Talks of leveraging the insights that surface from the convergence of hindsight and foresight (Highlighted in chapters 6, 7 and 8).

The book further highlights some of the following tips which will boost survival in the leadership and management role;

- **Do more with less;** this includes finding ways to cut costs, time, and other resources
- **Meet ever-expanding expectations.** Do a little more with every quarter you have been assigned.
- **More projects.** Higher scores. Continuously improve quality.

It can be found at Prestige bookshop.

JUNE TRAININGS

TRAINING	DATES	VENUE	INVESTMENT EXCL. VAT	CPD POINTS
HR Business Acumen - HR understanding the Business	5th -7th June 2019	Pride-Inn, Shanzu Mombasa	KES. 45,000	6 CPD POINTS
Developing Effective HR Strategy	5th -7th June 2019	Acacia Premier Hotel, Kisumu	KES. 40,000	6 CPD POINTS
Kenya Labour Laws & Industrial Relations	12th -15th June 2019	Pride-Inn, Shanzu Mombasa	KES. 50,000	6 CPD POINTS
Value Driven HR for Public Sector	25th -28th June 2019	Pride-Inn, Shanzu Mombasa	KES. 65,000	6 CPD POINTS
Annual Nairobi / Central / North Eastern HR Convention	19th -21st June 2019	Meru	KES. 38,000	6 CPD POINTS

JULY TRAININGS

TRAINING	DATES	VENUE	INVESTMENT EXCL. VAT	CPD POINTS
Rethinking Performance	31st July -2nd Aug 2019	Naivasha	KES. 55,000	6 CPD POINTS
Annual Coast/Eastern HR Convention	17th -19th July 2019	Mombasa	KES. 38,000	6 CPD POINTS

AUGUST TRAININGS

TRAINING	DATES	VENUE	INVESTMENT EXCL. VAT	CPD POINTS
Kenya Labour Laws & Industrial Relations	27th -30th August 2019	Eldoret	KES. 50,000	6 CPD POINTS
Annual Rift Valley HR Convention	7th -9th June 2019	Kericho	KES. 38,000	6 CPD POINTS



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