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# HRM *Management*

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THE FIRST LADY  
OF IHRMCK

**THE HUMAN RESOURCE MANAGEMENT PROFESSIONALS ACT,  
2012  
(No. 52 of 2012)**

**NOTICE OF A BY-ELECTION**

**NOTICE IS HEREBY GIVEN** That pursuant to the provision of section 7 (1) (a) and (d) of the Act, a by-election for **Council Member for Nairobi/ Central/ North Eastern Region** shall be on 3rd May, 2017.

The election will be in respect of - (a) one member to the Council.

Dated the 24<sup>th</sup> Day of March 2017

Signed.....  
Richard .O. Randa  
**Returning Officer**

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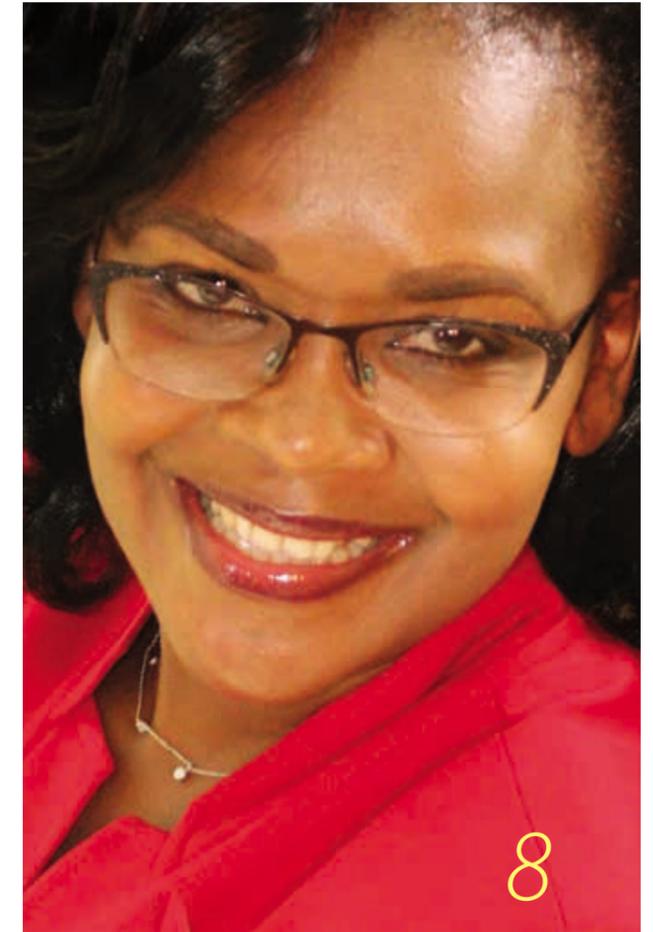


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## Smooth Transition Key for Posterity

**A**t the face of it, succession is meant to be easy; almost automatic after all it is a process of inheriting a title, office or property. This could not be further from the truth. Succession especially in a company setting is not easy. It is a tedious process that has to be well thought out and meticulously carried out.

Succession planning identifies future leaders it can be an important way of identifying employees who have the potential to develop skills which can help move an organization in a desired direction at the same time enabling them move up the ranks in an organization. Unfortunately due to lack of proper planning, organizations are at times forced to head hunt and hire what most employees would consider an 'outsider' as opposed to promoting an 'insider'.

A succession plan can be used before its main intent is necessary. It can be used to build strong leadership, help a business survive the daily changes in the marketplace, and force executives to review and examine the company's current goals and the plan in place to help attain such goals.

Lack of a succession plan can be problematic for the person leaving and the person expected to fill those shoes. An old Chinese proverb says, "The best time to plant a tree was 20 years ago; the second best time is today; that being said it is necessary for any organization to have a succession plan.

At the Institute we have had a few months of transition and the succession has taken place. We welcome the new Executive Director Mrs. Dorcas Wainaina and trust that the Institute will soar to greater heights through her leadership.

We hope you will enjoy this edition of the HRManagement and trust that you will play your part in enabling your organization come up with a good succession plan.

Editor

# Leadership vs Management vs Bosses

**L**eadership and Management are terms that are normally used interchangeably yet they mean different things. Leadership is about influencing your followers to want to achieve the organizational objectives/goals whereas management is about attaining the organizational goals through planning, organizing, leading and controlling. Leaders challenge the status quo, create a vision for the future and inspire members of the organization. Managers on the other hand bring order and consistency. Leadership power comes from personal sources whereas management power comes from the organizational structure. Managers will get things done using either the power they have because of the position they hold, which could include threatening the employees they will fire them or withholding rewards. Leaders get things done by inspiring and motivating the employees. Leaders stir up people to action, effective leadership is putting first things first. Effective management is discipline, carrying it out. Management works in the system; leadership works on the system.

Your position as a manager does not make you a leader but a boss. Bosses are obeyed but leaders are followed. The boss is respected and obeyed because of his/her seniority. A leader is respected and looked up to as an example not only because of seniority but mainly because of the qualities of character and ability. Leaders innovate, focus on people, inspire trust, have a long-range view, ask what and why, have eyes on the horizon, originate, challenge status quo and do the right thing. Managers administrate, focus on systems and structures, rely on control, have a short-range view, ask how and when, have eyes on the bottom line, accept status quo and do things right.

The question each and every leader should ask themselves is what will make the followers want to follow them. Generally people will follow leaders that they respect and who have a clear sense of direction. No sober human being would want to follow a non ethical leader who has no sense of direction. Respect

is earned and not demanded or forced. Indeed respect is not automatic and doesn't happen because of the position one holds. People will respect a leader after observing what they do since it tells the followers who they really are. What a leader does will help the followers tell if their leader is honorable and trustworthy or a self-serving person who misuses authority to look good and get promoted at the expense of their workers. The followers must trust and have confidence in the top management and this trust and confidence is won through effective communication. If you are a leader who can be trusted, then those around you will grow to respect you.

For you to be a trusted leader,  
you **BE KNOW DO**:

**BE** a professional who possess  
good character traits:

**KNOW** yourself: **KNOW** human nature:

**KNOW** your job. **KNOW** your organization.

**DO** provide direction: **DO**  
implement: **DO** motivate.

The leadership concept has evolved overtime from being a transactional leader to being a charismatic, transformational, interactive and servant leader. Transactional leaders will normally clarify to their employees what they need to do and reward them. Transaction leaders will excel at management function and will take pride in keeping things running smoothly and efficiently. Charismatic leaders articulate the vision, inspire and motivate the employees to make the vision a reality. They normally have an emotional impact on the employees.

Transformational leaders go beyond the charismatic leaders to guide and bring about change. They bring innovation and change. Interactive leaders build consensus, empower employees, share information and resources. Servant leadership facilitates growth and empowers the followers to unlock their best qualities and potential as they pursue organizational goals.

Question is are you a boss,  
a manager or a leader?



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# Motivate Individuals and Teams Without Cash Incentives

## "TGIF"

(Thank God it's Friday) is a common expression among work colleagues as the week comes to an end. It's an expression of relief that may come from the fact that one has had a hectic week and is looking forward to a time of rest over the weekend. For others, just the sheer fact that the week has come to an end is enough to make them excited, they do not have to be working over the weekend. Can leaders and managers help individuals and teams become more motivated and energized so that their attitude shifts to saying Thank God its Monday!

Motivation deals with various drives, desires, needs, wishes and other forces. Motivation is not a simple concept given the fact that the subject of motivation has been looked at over the years with different theories presented. Some of the practical things we can do with little or no money to inspire employees includes:

### a. Knowing the names of team members and individuals

People's names are the most important sound to them in the world. When you use someone's name it makes them feel good and shows that you see that person as an individual. It shows your respect and interest in the individual. We feel more valued and respected when someone remembers our name. Not everyone is good at remembering names but learning about the person may help you remember their name. We are to make sure that we say it and write it correctly.

### b. Providing Feedback

The interesting thing about feedback is that it does not cost a thing. Without feedback one does not know where they

stand. This should be done genuinely and regularly. Give positive feedback straight away, to further encourage great performance. Likewise, offer feedback on areas of improvement right away, allowing employees to modify their habits and correct their mistakes.

### c. Be a great communicator

Leadership involves influencing others, and this cannot be achieved without effective communication.

If you're struggling with communicating to your employees, work on your ability to use words that are impactful and carry your message. Then figure out how to communicate to a larger audience.

### d. Holding regular meetings

Meetings provide a sense of direction and an opportunity to keep individuals and teams updated. During these meetings individuals and teams can provide input and give feedback on their assignments, lessons and experiences.

### e. Reward and recognize

Give personal praise and public thanks so that employees feel acknowledged for the work they are doing. This motivates them to work harder and aim higher. By applauding employees in front of colleagues it stimulates everyone to work harder. This needs to be done regularly throughout the year. We may hold annual award ceremonies in order to give recognition and show appreciation.

### f. Share accomplishments

Appreciate the teams' contribution in achieving the overall objective of the organization. Share achievements and success stories.

### g. Make your vision clear

It's important that your employees have a very clear understanding of your



vision and the vision of the company. If you can adequately share the company vision with your employees they will feel they are a part of something bigger, which drives feelings of importance and belonging to a team.

### h. Act with integrity

In a time when reports indicate that a good number of leaders in both the public and private sectors conduct themselves inappropriately and go against the best interests of their employees or constituents, showing your employees that you value integrity can help motivate them and create a sense of pride for your organization. Lead by example and uphold integrity in your dealings.

### i. Offer flexibility

Some employees may enjoy working flexible hours so that they may be able to balance their work and family demands. Such an arrangement may motivate some to a great extent and communicate that we care. This should keep them from burn out.

### j. Try to make work fun

Making work fun can pay you back in spades, since people often get a lot more done when they enjoy what they are doing.

### k. Provide proper training

Training develops our level of knowledge and skill. This should help people perform their jobs better as they will acquire the knowhow. We should never assume that they know what they are doing. Training may be conducted by a more seasoned work colleague if cost is a consideration. Some training is freely available online

### l. Be a great listener

The most effective leaders are the ones who take the time to listen not just to their team members' words but also to the priceless hidden meaning beneath them. Remember that during good times and bad, sometimes your employees just need someone to talk to. Communicate to them that you are always waiting with open ears.

### m. Be Fair and Respectful

Create a supportive environment where you trust your team and respect their work and respect them as people, they will do the same in return. Keep in mind that no one likes to hear that they are wrong, and this can be a de-motivating factor communicate such feelings respectfully. Your employees are not robots. Talk to them and care for them as people and not just a resource, and they will feel comfortable at work and will be more dedicated to your organization.

### n. Create a good work environment

If your employees feel comfortable in their environment they're more likely to work with dedication. People typically spend 8 hours each day at their workplace, which is a significant portion of their day/year. Work must be enjoyable and if the workplace breeds a hostile environment, or even if it's just a place where no one feels comfortable, then your employees might start looking for other jobs... a sure signal that motivation is dropping.

Motivating individuals and teams includes; involving people in the organization in a way that makes them know more, care more and do the right things. Motivated individuals and teams don't just happen, they must be developed.

Vivian C. Bore  
Associate  
Member, IHRM

# THE FIRST LADY OF IHRM(K)

*Beating all odds to make history. A matter of discipline, focus and hard work not chance*

It was a sunny morning in the mid Month of November 2016 and the who is who in the HR fraternity had assembled at the immaculate Sawela Hotel in Naivasha for the 20th Annual HR Conference. All the eyes and ears engaged to the message of the speaker of the moment; Dr. Ben Chumo, the then CEO and Managing Director of the Kenya Power and Lighting Company.

When he finally concludes his intellectual discourse on his experience as a CEO two things stood out; that as the tenure of the long serving Executive Director Mr. Samson Osero was coming to an end, it was imperative that a lady would be considered for the position. His argument was informed

victorious.

Anyone who knows Lady Dee as she is commonly referred to by her peers knows that you cannot miss her in a room. For those of you not familiar with this leading lady, she is the sharply dressed lady in killer heels at any one given point with striking accessories. Her pronunciations are heavily punctuated with an accent that is obviously not Kenyan. Madam Dorcas is extremely passionate about everything she puts her mind and heart to and Human Resource Management is one of those things that have a special place in her heart. It is difficult to imagine that she ended up practicing HR by mere chance. Madam Dorcas

*Reading is another major ingredient for anyone who wants to get to the top in their career*

by the fact that 75% of IHRM membership is women. The second thing that Dr. Chumo passionately talked about was that while one is growing in his/her career, one needed a gradual growth rather than an accelerated elevation. He used the analogy of using stairs rather than taking an elevator when climbing up the building. During this time, the recruitment process of the IHRM Executive Director was underway.

The recruitment had attracted 21 people, among them Mrs. Dorcas Wainaina. She was prepared to persevere in the long and winding process of the recruitment. Finally, toward the end of January, 2017 Mrs. Wainaina emerged

describes herself as a hard worker who does not take 'No' for an answer, a habit she attributes to her upbringing.

Her father's journey in pursuit of education motivated young Dorcas to work hard and achieve that which her father, a retired primary school teacher could not achieve. He had to walk for almost 100 kilometers in search of secondary school education and managed to be successful despite the harsh conditions.

Madam Dorcas evidently loves her father and with a smile on her face she confesses that, all her academic achievements and they are quite a number are partly for her father.

The outspoken lady who exudes confidence whenever she walks into a room reveals that she is actually an introvert who has had to adapt extrovert tendencies in order to survive especially at the workplace. "The world has no room for introverts so you have to adapt extrovert tendencies to survive." No wonder she loves the book "Quiet" -The power of Introverts by Susan Cain.

## ACADEMIC JOURNEY

The University of Nairobi graduate studied Bachelor of Education but, as fate would have she was never posted to teach. This is how she ended up studying Human Resource Management at the then Institute of Personnel Management now College of Human Resource Management (CHRM) and was the best student that year. Madam Dorcas always took first position, in fact one time while in primary school she cried for days after taking position two. Her mother a retired teacher as well who is her source of courage and reason consoled her and helped her young mind understand the fact that it is unrealistic for one to always take the first position. She believes that when you are focused, it is easier to map out your journey and achieve your dreams.

She started her journey at a nondescript village primary school where her parents taught, she later joined Kereri Girls High School where she performed exceptionally well and was the first student to join University after a dry spell of close to five years. Although she would have preferred to study law, she ended up taking education.

Madam Dorcas proceeded to take her MBA-HRM at Kenyatta University and is currently pursuing her PHD. She is also a Certified Human Resource Management Professional, a Project Management Professional (PMD-Pro), a Certified Human Resource Analyst and an excellent trainer as well.

ease and remains ahead of the pack. "Always understand the organization and the business you are in. It helps you to remain relevant and valuable in an organization."

Dorcas is bold, outspoken and is not afraid of taking risks. She also does not shy away from expressing her views. She however, knows when to let go and let God take charge.

*Personal Branding is necessary, you must stand for something, you must be known for something even though it is a hair style*

She loves to train. Her dream is to achieve the highest there is in academia. She would also love to teach in University and offer practical knowledge which is lacking currently in most programs at the university level.

### CRUISE TO THE TOP

As earlier mentioned Lady Dee dresses sharply. She never wears jeans to work even on a dress down day. "Personal Branding is necessary, you must stand for something, you must be known for something even though it is a hair style." She is of the opinion that personal branding makes it easier for one to be identified for opportunities. For instance Dorcas was a Regional HR Manager at the age of 30 and an Expatriate HR Manager at 29. She has provided HR leadership across countries in Africa, Asia and Latin America.

"Reading is another major ingredient for anyone who wants to get to the top in their career." She emphasized when she spoke to HR Management writers. On her part, she reads a lot on all subjects and this has helped her secure jobs with



### BEDROCK OF FAITH

Madam Dorcas is a lady of faith. She believes that if it were not for God she wouldn't have made it. A staunch Seventh Day Adventist the faith she inherited from her family has been the light in her life.

Her philosophy of Total Member Involvement (TMI) in IHRM member management is a clear reflection of her strong foundation and strict reference to the doctrinal teachings of the Adventist Movement. The church has had a strong global program of TMI which has resonated exceptionally well with its campaign of recruiting followers to the over 20 Million membership global movement.

In her youth, she was a leader in the youth club and a good singer in the Church choir. During her school days she served as the Chairlady of the SDA club and in University, she also held a church leadership position.

Her faith has grounded her, it provides hope and comfort during difficult time not to mention the assurance that a greater power is in control. Every evening growing up in her close knit family, Dorcas and her family sang a hymn, read the bible in turns and knelt down for a word of prayer. A commitment she has undertaken throughout her adult life.

### FAMILY FIRST

"My family is very supportive and proud of my achievements. They pray for me and cheer me on whenever I embark on a project." Like most working women, Madam Dorcas has learnt the art of prioritizing. She spends her weekends with her family; she also has a number of domestic employees who assist her with the day to day running of her home.

This has made it easier for her to carry out her role as a home maker. She however admits that it is impossible to strike a balance in all areas of one's life."

"As my son grows older he questions me a lot more when I have to travel. I have to help him understand why I have to work."

With a smile on her face, she makes it clear that her husband; Professor Michael Wainaina is her mentor, advisor, advocate and biggest cheer leader. The support from the good Professor has obviously been of great importance to her. Interestingly, support from her in-laws (Mami

and bābā) has played a part in her success.

At times in-laws are opposed to having a career woman for a daughter in-law, especially if they have to travel a lot. For that reason she is thankful that she has a strong social support system.



## VISION FOR IHRM

Being the first woman to hold the Executive Director's office in 30 years, Madam Dee is alive to the fact that she is the fulcrum on which the IHRM turn around strategy is hinged. She has to set new standards for the Institute and the HR Profession at large. She is however, no stranger to the Institute of Human Resource Management. As if in response to Dr. Ben Chumo's November 2016 viewpoint of taking the stairs rather than the escalators in your upward mobility, Madam Dee has systematically risen in the IHRM ranks. Between August 2001 and April 2002 she worked for the then Institute of Personnel Management as an Assistant Training Coordinator.

Before her appointment Dorcas was a member of the IHRM Governing Council, representing Nairobi Region. For the

next 3 years she plans on driving the

Councils' agenda in a number of areas; through her management Philosophy of Total Member Involvement (TMI) by creating frame works through which data can be collected and used to inform future activities and events.

Within the first month in office, the Executive Director has successfully commissioned the development of an online portal which will drastically improve the member experience (MX) at the Institute. Members will make digital trips as opposed to physical ones in order for them to access services offered by the Institute.

"We need to think ahead and ensure that we put up a HR Center and a Benevolent Scheme for members." One of the ways to achieve this is by getting into mutually beneficial partnerships. She is also keen on projects which will add value to all HR Professionals in Kenya.

"I also want to empower the team at the Secretariat. We have brilliant minds which will enable the Council achieve its agenda."

## WORK AND PLAY

"I do not know how to swim however; I am an amateur golfer. I take pleasure in the focus one needs to play. I religiously watch Living Golf on CNN. I would love it if one day we hold an IHRM Golf tournament." In school she played volleyball until she broke her thumb and later played badminton.

She also enjoys singing and is comfortable with the fact that she can't balance her life. She endeavors though to support her loved ones and the teams she works with at any given point in her life achieve their dreams. She is grateful to her mentors such as Mr. Samson Osero, former IHRM Executive Director who have shaped her into the person she is today, The Executive Director of the Institute of Human Resource Management.

"The Council believes in me and I will not let them down." She concludes.

*We have brilliant minds which will enable the Council achieve its agenda*

# Key Roles of Human Resource Professionals in Strategic Plan Implementation

Strategic plan can only be implemented by humans and not machines therefore the human capital is a very useful asset in any organization. Many efforts have been made towards making sure an organization is focused towards accomplishing its strategic plan.

The Human Resource Managers play a critical role in ensuring the staff performance is geared towards achievement of organizational strategic objectives through effective performance management system. The overall objectives are trickled down to departmental then individual targets and this can only be accomplished once an organization learns the important roles played by the Human Resource Management.

The emerging roles in Human Resource Management have also enhanced the organization to look at the Human Resource Department from a different angle and in turn see the staff as capital and not liabilities. Human Resource Practitioners have evolved from executing administrative roles to playing very important roles in strategic plan implementation this is because an organization is made up of people who are resources that need to be managed effectively to ensure they are properly engaged and dedicated at the workplace.

The roles of Human Resource professionals at strategic levels are to formulate and implement, in conjunction with their management colleagues, forward-looking Human Resource strategies that are based on insights into the needs of the organization, aligned to business objectives and integrated with one another. In doing so they adopt an "outside-in" approach in which the starting point is the business, including the customers, competitor and business issues it faces.

The Human Resource strategy then derives directly from these challenges in order to create real solutions and add value. Human Resource professionals contribute to the development of business strategies. They do this by advising on how the business can achieve its strategic goals by making the best use of its human resources and by demonstrating the particular contribution that can be made by the talented people it employs. They also work alongside their line management colleagues and provide on an everyday basis continuous support to the implementation of the business or operational strategy of the organization, function or unit

The Human Resource Managers ensure that the organization has the right staff in terms of quantity

and quality through conducting regular human resource planning. This exercise can be done concurrently with job analysis since one is required to identify and determine in details the particular job duties and requirements for given jobs. A clearly defined job description and specification is very im-

*forward-looking HR strategies are based on insights into the needs of the organization*

portant to staff as they will be aware of what is expected of them.

Depending on which type of employer you are, always train your employees and keep a learning culture within. This will not only improve on quality of work but the general corporate culture of the organization and create a conducive working environment.

What is common sense to some may not be common sense to others, therefore setting targets and timeliness of achieving objectives through performance contract is essential. This will make employees aware and even set their own performance targets towards the general strategic plan. It is important to ensure staff have the right tools and equipment needed to execute their work duties and assignments.

The Human Resource Managers also play an important role in employee communication and engagement by keeping communication lines open through updating staff on new information about the current trend in employment and laws. Sensitizing and communicating the vision and mission to employees through meetings, forums, emails, internal memos and notices makes staff feel as part and parcel of the organization. The Human Resource Practitioners also motivates employees to perform by offering fair and competitive remuneration package so as to retain them.

The Human Resource professionals play a very important roles from human resource planning, recruitment and selection, induction and placement, training and development, performance management, reward management; all these functions geared towards effective strategic plan implementation. Therefore, Human Resource professionals should have the right competencies to execute their responsibilities effectively to ensure an organization realizes its goals and objectives.



Mercy Malinda Muema  
Member No. 06664



1. IHRM team lead by the National Council Chairman, Mr. Elijah Sitimah and the Executive Director, Mrs. Dorcas Wainaina after a productive meeting with a team from the Public Service Commission led by the Chairperson, Prof. Margaret Kobia.
2. Mrs. Dorcas Wainaina, IHRM Executive Director ( Middle)with fellow panelists during the launch of the Governance of Pension Schemes in Kenya survey, conducted by Enwealth in partnership with IHRM and Strathmore Business School.
3. Mr. Elijah Sitimah, IHRM National Chairman, making a presentation during the Kenya Nuclear Energy Week and Regional Conference at the KICC, on developing the human resource base for the industry.
4. A team from EABL led by the Group HR Director, Mr. Paul Kasimu, handing over their membership application forms to the IHRM Executive Director for processing , as part of the Compliance Assistance Program ( CPA)
5. Mrs. Dorcas Wainaina, IHRM Executive Director, posing with friends of IHRM and a team from the Institute when they paid her a courtesy call.
6. IHRM National Council Chairman, Mr. Elijah Sitimah exchanging documents with Enwealth Financial Services, CEO, Mr. Simon Wafubwa after the signing of an MoU between the two organizations.

# HRM vs. Politics

*a glimpse from Bright Hub Project management*

The significant effects political changes have had on human resource management practices suggest the dominance of market forces and dilution of protective regulations. Political factors affecting HR often mean designing a unique approach in HR management.

The political changes to human resource management are complex and difficult to analyze. They determine the nature of working relationships and have an impact on both economic and social contexts.

The political environment of an enterprise has a direct bearing on the political context or the political climate under which the human resource management of an organization functions. The key drivers of a political climate include the extent of external regulations, nature of work contracts, various labor legislations and case laws, to name a few. Such factors remain ever changing, and as such, the political atmosphere of human resource management remains in a constant change.

In the human resource management context, political change suggests the market or economic conditions replacing the hitherto prevalent regulated welfare-oriented approach as the major factor governing employer-employee relationships.

The changes brought about by the shift in political climate include:

1. Greater human resource mobility among firms, rendering concepts such as organizational commitment and loyalty irrelevant, and enhancing the role of HR functions such as recruitment as core strategic functions.
2. Shift from performance management to talent management to tap the employees' core skills for the betterment of the organization.
3. Importance of individualism over collectivism resulting in individual contracts and negotiations as opposed to collective bargaining and roles for trade unions.
4. Shift from performance related-pay to

result-oriented pay as a reaction to both the changed economic circumstances and new work methods such as telecommuting and outsourcing.

## *External Factors that Affect Human Resource Management*

**GOVERNMENT REGULATIONS** With the introduction of new workplace compliance standards your human resources department is constantly under pressure to stay within the law. These types of regulations influence every process of the HR department, including hiring, training, compensation, termination, and much more. Without adhering to such regulations a company can be fined extensively such expenses could eventually have the company shut down.

**ECONOMIC CONDITIONS** One of the biggest external influences is the shape of the current economy. Not only does it affect the talent pool, but it might affect your ability to hire anyone at all. One of the biggest ways to prepare against economic conditions is to not only know what's happening in the world around you, but also create a plan for when there is an economic downturn. All companies can make due in a bad economy if they have a rainy day fund or plan to combat the harsh environment.

**TECHNOLOGICAL ADVANCEMENTS** This is considered an external influence because when new technologies are introduced the HR department can start looking at how to downsize and look for ways to save money. A job that used to take 2-4 people could be cut to be done by a single person. Technology is revolutionizing the way we do business and not just from a consumer standpoint,

but from an internal cost-savings way.

**WORKFORCE DEMOGRAPHICS** As the older generation retires and a new generation enters the workforce the human resources department must look for ways to attract this new set of candidates. They must hire in a different way and offer different types of compensation packages that work for this younger generation. At the same time, they must offer a work environment conducive for this generation to work.

Those involved in human resource management do more than hiring and firing, they make sure that every type of external influence is considered and proper procedures are followed to avoid lawsuits and sanctions. If you're in HR make sure that you're paying close attention to external influences because there is a good chance they're affecting your job and the company, you work for. So next time you talk to someone involved in the human resource management process think twice about the amount of factors that affect their job and how important it is for them to be on top of their game.

## *Elevation of HR Manager as a Strategic Management Partner*

The increased human resource mobility owing to greater opportunities has raised fresh challenges for human resource managers. The high cost of turnover and the loss of intellectual capital due to the lack of skilled employees has made Human Resource Management (HRM) a core strategic management function. The competitiveness of the firm now depends on how effectively HR managers devise interventions to retain existing talent and attract new talent.

In this new strategic role, HR managers become the enabler of talent management processes aimed at empowering managers and developing leaders to create business value rather than trying to implement processes, forms, and compliance. The success of the enterprise now depends on the skill of the human resource manager to master the political factors.

## *The Shift from Collectivism to Individualism*

The advent of outsourcing, the work-from-home concept, and the increased reliance on

*The competitiveness of the firm now depends on how effectively HR managers devise interventions to retain existing talent and attract new talent.*

profitability more than any other factor when making decisions, has heralded a shift from treating the workforce on a collective basis to considering each employee individually. This change has had far-reaching impacts such as:

1. A shift from collective bargaining to individual negotiations.
2. A lesser role for trade unions.
3. Increased reliance on a temporary and contract workforce instead of full-time, permanent employees.
4. Personalized pay packages based on employee contribution to the bottom line instead of standard pay scales and productivity linked pay.
5. HR devising personalized development plans for each employee as a part of the talent management plan rather than organizing training programs to make employees competent in organizational processes and methods.

## *Fresh Challenges*

The major challenges of political changes to human resource management include:

1. Concerns of low wages and the withdrawal of hard fought benefits.
2. Companies relocating to cheaper countries, or outsourcing to cut costs.

Demands from employees and trade unions include retaining of protections guaranteed by various legislations and by convention over the years, maintaining equitable employment standards, and pay equity. The major challenge for human resource is reconciling these employee demands with the economic imperatives of the business.

Paradoxically, while the trend is toward lesser regulatory interference in the employee-employer relationship, the growing diversity in the workforce has resulted in a greater awareness about the need to respect cross-cultural sensitivities, and providing reasonable accommodation for people with disabilities; and much of the case laws in recent years has focused on such aspects.

# Mistakes That Make Good Employees Leave



It's tough to hold on to good employees, but it shouldn't be. Most of the mistakes that companies make are easily avoided. When you make mistakes, your best employees are the first to go, because they have the most options. If you can't keep your best employees engaged, you can't keep them. While this should be common sense, it isn't common enough.

A survey by the Corporate Executive Board found that one-third of star employees feel disengaged from their employer and are already looking for a new job. When you lose good employees, they don't disengage all at once. Instead, their interest in their jobs slowly dissipates. Michael Kibler, spent much of his career studying this phenomenon, referring to it as brownout. Like dying stars, star employees slowly lose their fire for their jobs. "Brownout is different from burnout because workers afflicted by it are not in obvious crisis," Kibler said.

They seem to be performing fine: putting in massive hours, grinding out work while contributing to teams, and saying all the right things in meetings. However, they are operating in a silent state of continual overwhelm, and the predictable consequence is disengagement." In order to prevent brownout and to retain top talent, companies and managers must understand what they're doing that contributes to this slow fade. The following practices are the worst offenders, and they must be abolished if you're going to hang on to good employees.

## 1. Making a lot of stupid rules.

Companies need to have rules that's a given but they don't have to be shortsighted and lazy attempts at creating order. Whether it's an overzealous attendance policy or taking employees' frequent flier miles, even a couple of unnecessary rules can drive people crazy. When good employees feel like big brother is watching, they'll find someplace else to work.

## 2. Treating everyone equally.

While this tactic works with school children, the workplace ought to function differently. Treating everyone equally shows your top performers that no matter how high they perform (and, typically, top performers are work horses), they will

be treated the same as the bozo who does nothing more than punch the clock. They tolerate poor performance. It's said that in jazz bands, the band is only as good as the worst player; no matter how great some members may be, everyone hears the worst player. The same goes for a company. When you permit weak links to exist without consequence, they drag everyone else down, especially your top performers.

## 3. Not recognizing accomplishments.

It's easy to underestimate the power of a pat on the back, especially with top performers who are intrinsically motivated. Everyone likes kudos, especially those who work hard and give their all. Rewarding individual accomplishments shows that you're paying attention. Managers need to communicate with their people to find out what makes them feel good (for some, it's a raise; for others, it's public recognition) and then to reward them for a job well done. With top performers, this will happen often if you're doing it right.

## 4. Not caring about people.

More than half the people who leave their jobs do so because of their relationship with their boss. Smart companies make certain that their managers know how to balance being professional with being human. These are the bosses who celebrate their employees' successes, empathize with those going through hard times, and challenge them, even when it hurts. Bosses who fail to really care will always have high turnover rates. It's impossible to work for someone for eight-plus hours a day when they aren't personally involved and don't care about anything other than their output.

## 5. Not showing people the big picture.

It may seem efficient to simply send employees assignments and move on, but leaving out the big picture is a deal breaker for star performers. Star performers shoulder heavier loads because they genuinely care about their work, so their work must have a purpose. When they don't know what that is, they feel alienated and aimless. When they aren't given a purpose, they find one elsewhere.

## 6. Not letting people pursue their passions.

Google mandates that employees spend at least 20% of their time doing "what they believe will benefit Google most." While these passion projects make major contributions to marquis Google products, such as Gmail and AdSense, their biggest impact is in creating highly engaged Googlers. Talented employees are passionate. Providing opportunities for them to pursue their passions improves their productivity and job satisfaction, but many managers want people to work within a little box. These managers fear that productivity will decline if they let people

expand their focus and pursue their passions. This fear is unfounded. Studies have shown that people who are able to pursue their passions at work experience flow, a euphoric state of mind that is five times more productive than the norm.

## 7. Not making things fun.

If people aren't having fun at work, then you're doing it wrong. People don't give their all if they aren't having fun, and fun is a major protector against brownout. The best companies to work for know the importance of letting employees loosen up a little. Google, for example, does just about everything it can to make work fun—free meals, bowling allies, and fitness classes, to name a few. The idea is simple: if work is fun, you'll not only perform better, but you'll stick around for longer hours and an even longer career.

## 8. Bringing It All Together

Managers tend to blame their turnover problems on everything under the sun while ignoring the crux of the matter: people don't leave jobs; they leave managers.

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Sammy Kigo  
Human Resources  
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Member of IHRM

# Reforming the Public Sector

## Challenges facing the Public Sector

Public sector organizations globally are faced with unprecedented challenges. Budgetary pressures and a growing demand for financial accountability, combined with changing public expectations of public sector services require new approaches and solutions.

Regional, national and supranational bodies across the world are therefore seeking to adopt new processes, techniques and technologies to increase process efficiency, reduce costs, improve transparency and encourage greater accountability.

## Efficiency Reform and Strategic Cost Management

Corporations and other private sector organizations have achieved proven success in driving down costs by increasing efficiency and processing capacity by implementing best practices in financial management. Today, public sector organizations are under pressure to deliver the same successes.

Streamlined procurement and expense management practices, centralized treasury, cash and liquidity management and building centers of excellence in financial shared services all contribute to substantial efficiency gains, increased processing capacity, reduced costs and improved performance. Public sector organizations can leverage these techniques and solutions to deliver services, reduce costs and eliminate unnecessary bureaucracy. By doing so, borrowings can be reduced and more funds directed towards front line services that have a positive impact on beneficiaries.

## Governance and accountability

Citizens and businesses are demanding ever-higher levels of accountability and transparency from public sector organizations. Every unit of currency paid in tax or donations needs to be justified and rigorously accounted for to maintain public confidence and create trust. This requires

robust processes and systems that are closely integrated both internally and externally to avoid the risk of error and fraud, detailed financial information and a robust reporting framework to provide information in a timely and accurate manner.

Demonstrating accountability does not only extend to financial processing. Public sector organizations also need to manage their financial and operational risks effectively to avoid the attrition or loss of funds through error and fraud, foreign currency exposures, and rising interest rate costs. Public sector pensions threaten to create huge overheads for current and future governments unless best practices in asset and liability management are established. Organizations with surplus balances need to consider how this cash is invested to minimize the risk of loss of capital, in the case of failure of the counterparty, whilst also avoiding the negative effects of inflation on surplus cash.

## Development Agenda and Economic Stimulus

With growth stalled or slowing in many parts of the world, governments and central banks are tasked to find ways to stimulate their national economy and create attractive opportunities for investment. This requires innovative approaches to private sector partnerships, infrastructure financing and creating favorable conditions for foreign investors.

Moving beyond the domestic economy, governments, through their ministries of foreign affairs and embassies, and development NGOs, are working across the world to achieve their diplomatic, trade and development objectives. From disaster recovery planning to long term funding, foreign currency risk management and payment requirements in multiple currencies and locations, these organizations are seeking to minimize risks in many of the world's most volatile locations whilst ensuring cash flow security and efficiency.

## Citizen engagement

Governments and public sector bodies cannot

simply improve the efficiency and accountability of their activities by enhancing their internal processes, this need to extend to every interaction they have with citizens. As technology advances, citizens' expectations of the services they require increases, and the means by which they receive them increases as well. Similarly, public sector organizations have an obligation to keep citizen information secure and prevent misuse of information or abuse of services through identity fraud.

Governments, city authorities and government agencies are therefore embracing mobile technology, cards and digital channels to deliver services efficiently, cost effectively and conveniently, and leveraging new techniques in formerly labor-intensive activities such as identity management and document processing. By doing so, they develop greater trust and satisfaction amongst citizens and beneficiaries of services, accelerate document and payment processing whilst reducing costs and increasing security.

## Factors shaping the future of Public Service

### 1. Managing demographic bulges

Governments around the world will have to focus and adjust the delivery of services to the demographic profile of their populations.

In high income countries, an ageing population increases the fiscal burden while decreasing the immediate capacity to respond to the general challenges of ageing. Most countries, however, find themselves dealing with the youth "bulge" challenge.

### 2. Responding to growing customer expectations

Residents now see themselves as consumers of public services; residents, as a group, are becoming an increasingly complex, individualized and diverse population, with growing, shifting and contradicting expectations.

### 3. Personalization of services

In line with growing customer expectations, a recent survey shows that citizens also expect governments "to better understand the needs of citizens and communities," and to "make sure that services are tailored to the needs of people who are using them."

### 4. Harnessing technology and other innovation

In order to fulfill the personalization of the services ambition, among other things governments and public sector organizations need to invest in technologies and innovations to improve processes and outcomes. This requires a transition "from S-government (S-government is

characterized by large-scale, standardized solutions) to I-government" (I-government solutions focus on developing more intelligent, interactive solutions that focus on individual needs).

### 5. Task management

While the public sector is seeking economies of scale in the consolidation of larger, integrated contracts, managers are keenly focused on improving the efficiency and effectiveness of single tasks and services. The ongoing challenge for public sector managers is driving efficiency from an increasingly complex working environment.

### 6. Move from providers to commissioners

Governments are transitioning from being a provider of services to an entity that predominantly commissions, facilitates, or brokers services. This transition requires new skills in governments – such as agility, innovation, transparency and connectedness – and new capabilities for facilitating relationships with external partners – such as flexibility, co-venturing, co-creation.

### 7. Outsourcing across levels of government

Governments have turned to outsourcing as a way of accessing external expertise and delivering services more cost-effectively. Outsourcing of activities includes sourcing services from the private sector but also from other government entities.

### 8. Profits contingent upon outcomes

An outcome-based payment model for services delivered by external providers is a concept that is growing in popularity among outsourcing providers. The challenges for both outsourcing providers and government entities in transitioning towards an outcome-based model are many, but are primarily an issue of defining and measuring outcomes.

### 9. Increased involvement of the not-for-profit sector

Public sector organizations are increasingly being configured to involve such external partners and including volunteers

### 10. Affordable government

Making government affordable is the new reality for current and future public sector organizations to ensure continued delivery services for its citizens. Demographic ageing, increasing customer demands for personalized services, and growing sustainability challenges will create the biggest challenges for governments to meet expenditure gaps or shortfalls of billions of dollars.

### 11. Empowerment vs. Shadow state

There is a risk that a "shadow" government could emerge in many economies. Shadow government refers to markets for public services that are controlled by a small number of large, predominantly private companies that have great influence in how these markets work.



Dr. Lucy Kirima  
HR & Management  
Expert  
Member

# Value of Behavioral Assessment in the Recruitment Process

As the Human Resource space is evolving to get in line with the emerging trends, assessments have become a major part of the recruitment process. This has brought out different types of assessments that are used to measure the competency of the candidate to suit a specific role. Even with all this in place there is also a great number of people being fired from the very positions that they were carefully evaluated for. That brings me to this point of using all other assessments plus behavioral assessments. Let us look at how as Human Resource Practitioners "we hire on competency and we fire based on behavior".

So what is behavioral assessment? This is assessment that is used to analyze the unique behavioral preferences that each person has within themselves by assessing the drive, motivators, weakness and strengths that enable a person to perform to the best of his/her ability. Such assessments are helping more employers find candidates with the traits, temperament and innate talent best suited to the jobs being filled. A behavioral assessment can also measure how that person will typically respond to external stimulus, like pressure, uncertainty, authority, change etc., and ultimately gives us a picture of how this person is driven or 'wants' to act in a workplace environment.

In the recent past most companies in Kenya have gone through restructuring and downsizing and it is very important for these companies to be able to retain the best talent that is able to perform to the best of their abilities in order to meet the set targets. Behavioral assessments will help the recruitment manager measure the factors that drive behavior, as well as the natural, observable and adapted behavior of an individual. By assessing these behavioral criteria, you can gain a deeper insight into aspects of person, like: Their natural drive to influence situations and people, team-orientation, decision making style, preferred style of communication, relationship to risk just to mention but a few.

While behavioral tools have been around for many decades, the advantage of the current generation of tools is the way they can be tailored based on an employer's industry and the traits that are required in that industry.

## Benefits of using behavioral assessment in the recruitment process?

**HELPS TO REDUCE HIRING** mistakes - Creates a lot of objectivity in the selection process knowing exactly what you're looking for will stop you from being perplexed by a candidate that may be excellent, but doesn't really fit with your requirements. The solution lies not in ignoring fit, but defining fit in a way that benefits the organization in the long term and only evaluating candidates based on that criteria.

**ONE IS ABLE TO** understand the whole person - Specific behavioral assessments will give you a much clearer idea of which candidates will thrive in your company and which would clash with your company's culture.

**THE COMPANY IS ABLE** to attract better employees - Behavioral assessments will improve the credibility of the recruitment process and show candidates that the role, and their part to play in the company, is valued.

**HELPS BUILD A MORE** effective team- Behavioral assessments allow you to discover a person's strengths and development areas and use this to employ someone whose unique skills compliment your existing team rather than employing someone exactly the same as everyone else.

**LOWER RECRUITMENT COSTS** - Helps one to spend less time interviewing candidates mostly during the last stages of recruitment.

**SHORTEN THE HIRING PROCESS** - Recruiting the right person, particularly for executive and senior roles, can take months. Online assessment systems give you the ability to pre-screen candidates and speeding up the process.

**INCREASE EMPLOYEE ENGAGEMENT** - Good employee engagement leads to better employee retention and increased productivity. Behavioral assessments allow you to have clear and objective conversations with your team about professional development

With all this benefits at hand we as Human Resource practitioners are left with little room for errors in the process as we work together with the managers in the organization to hire the right people for the right position. Don't be left out trying to fit a round peg in a square hole.



Sarah Kaly-Esah  
Moga Associate  
Member - 08210

## All Employees Must Read this...

After 4 years of selfless service, I realized that I had not been promoted, no salary increment, no commendation.

So I decided to walk up to my HR Manager. The manager looked at me, smiled and asked me to sit down saying: "My friend you have not worked here for even a single day."

I was shocked to hear this...but the manager went on to explain, and here's the conversation that took place.

**Manager:** How many days are there in a year?

**ME:** 365 days and sometimes 366.

**Manager:** Do you come to work on weekends?

**ME:** No sir.

**Manager:** How many days are there in a year that are weekends?

**ME:** 52 Saturdays and 52 Sundays equals to 104 days.

**Manager:** Thanks for that. If you remove 104 days from 366 days how many days do you now have?

**ME:** 262 days

**Manager:** How many hours make up a day?

**ME:** 24 Hours.

**Manager:** How long do you work in a day?

**ME:** 10am to 6pm i.e. 8 hours a day

**Manager:** So, what fraction of the day do you work in hours?

**ME:** 8/24 i.e. 1/3 (one third).

**Manager:** This is nice of you. What is 1/3 of 262 days?

**ME:** 87 (1/3 x 262 = 87days)

**Manager:** I do give you 2 weeks sick leave; 15 days casual leave, 5 days optional leave, 30 days earned leave every year. Now remove that 64 days from the 87 days left. How many days do you have remaining?

**ME:** 23 days.

**Manager:** Do u work during festivals? (20 days)

**ME:** No Sir!

**Manager:** Do u work on Public Holidays?

**ME:** No sir!

**Manager:** Do u come to work on Independence Day?

**ME:** No sir!

**Manager:** So how many days r left?

**ME:** 1 day sir!

**Manager:** Do you come to work on New Year's Day..?

**ME:** No sir..!!

**Manager:** So how many days are left?

**ME:** None Sir!

**Manager:** So what r you claiming?

**ME:** I have understood, Sir. I did not realize that I was stealing company money all these days.

So, how many days do you work?

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## ONE - DAY HR CPD PROGRAMS – 2 CPD POINTS

Seminar Title	Content	Location	Dates	Fees (KSH. EXCL. VAT)
<i>Unfair Dismissals and Termination</i>	<ul style="list-style-type: none"> <li>Current practices and challenges in dismissals/termination.</li> <li>Legal clinic on unfair dismissal/termination</li> </ul>	Nairobi	Feb 10 <sup>th</sup>	28,000/=
<i>Employment of Casuals</i>	<ul style="list-style-type: none"> <li>Legal provisions on casual employment</li> <li>Legal clinic of casual employment</li> </ul>	Nairobi	Feb 24 <sup>th</sup>	28,000/=
<i>HR Business Partnership</i>	<ul style="list-style-type: none"> <li>Meaning of HR business partnering?</li> <li>The model of HR business partnering</li> <li>HR business partner role</li> <li>Issues affecting HR business partner</li> </ul>	Nairobi	Mar 10 <sup>th</sup>	28,000/=
<i>Employment on Contract Terms</i>	<ul style="list-style-type: none"> <li>Legal provisions on contract employment</li> <li>Legal clinic on contract employment</li> </ul>	Nairobi	Apr 7 <sup>th</sup>	28,000/=
<i>Employee Relations Practices</i>	<ul style="list-style-type: none"> <li>Employee relations trends</li> <li>Panel discussions on employee relations</li> </ul>	Nairobi	May 5 <sup>th</sup>	28,000/=
<i>Practical CBA Skills</i>	<ul style="list-style-type: none"> <li>The process of negotiation</li> <li>CBA negotiation practices</li> </ul>	Nairobi	Jun 9 <sup>th</sup>	28,000/=
<i>Mediation Skills at Workplace</i>	<ul style="list-style-type: none"> <li>Meaning of mediation</li> <li>Importance and application of mediation</li> </ul>	Nairobi	Jul 7 <sup>th</sup>	28,000/=
<i>Stress Management at Workplace</i>	<ul style="list-style-type: none"> <li>Meaning of stress</li> <li>Causes of stress</li> </ul>	Nairobi	Aug 4 <sup>th</sup>	28,000/=
<i>Emotional Intelligence</i>	<ul style="list-style-type: none"> <li>Elements of emotional intelligence</li> <li>Application of emotional intelligence</li> </ul>	Nairobi	Sep 8 <sup>th</sup>	28,000/=
<i>HR Blue Ocean Strategy</i>	<ul style="list-style-type: none"> <li>Blue Ocean Strategy Thinking</li> <li>Applying Blue Ocean Strategy in HR</li> </ul>	Nairobi	Oct 6 <sup>th</sup>	28,000/=
<i>Time Management Skills</i>	<ul style="list-style-type: none"> <li>Meaning of time as a resource</li> <li>Reasons for management of time</li> <li>Time Usage Analysis</li> <li>Time wasters</li> </ul>	Nairobi	Nov 3 <sup>rd</sup>	28,000/=
<i>Corporate Governance for HR Professionals</i>	<ul style="list-style-type: none"> <li>Topical Areas to be circulated later</li> </ul>	Nairobi	Nov 24 <sup>th</sup>	28,000/=

## TWO - DAY HR CPD PROGRAMS – 4 CPD POINTS

Seminar Title	Content	Location	Dates	Fees (KSH. EXCL. VAT)
<i>Effective Discipline Management</i>	<ul style="list-style-type: none"> <li>Overview of discipline management</li> <li>Nature of disciplinary offences</li> <li>Types of disciplinary action</li> </ul>	Nairobi	Mar 30 <sup>th</sup> -31 <sup>st</sup>	38,000/=
<i>HR Metrics and Analytics</i>	<ul style="list-style-type: none"> <li>Metrics and Analytics</li> <li>HR dashboard</li> <li>Investments in HR metrics and analytics</li> </ul>	Naivasha	Apr 20 <sup>th</sup> -21 <sup>st</sup>	60,000/=
<i>Competency Based- Interviewing Skills</i>	<ul style="list-style-type: none"> <li>Types of interviews</li> <li>Key interviewing skills</li> <li>Listening and observing skills</li> <li>Selection interview</li> </ul>	Nairobi	May 11 <sup>th</sup> -12 <sup>th</sup>	38,000/=
<i>Communication and Presentation Skills</i>	<ul style="list-style-type: none"> <li>The process of communication</li> <li>Effective employee communication</li> <li>Barriers to effective communication</li> </ul>	Nairobi	Jun 22 <sup>nd</sup> -23 <sup>rd</sup>	38,000/=

## THREE - DAY HR CPD PROGRAMS – 6 CPD POINTS

Seminar Title	Content	Location	Dates	Fees (KSH. EXCL. VAT)
<i>Kenyan Labour Laws Compliance(Plus Amendments)</i>	<ul style="list-style-type: none"> <li>Employment Act</li> <li>Labour Relations Act</li> <li>Labour Institutions Act</li> <li>Work Injury Benefits Act</li> </ul>	Nairobi Eldoret Kisumu Mombasa	Apr 12 <sup>th</sup> -14 <sup>th</sup> Jun 14 <sup>th</sup> -16 <sup>th</sup> Sep 27 <sup>th</sup> -29 <sup>th</sup> Aug 23 <sup>rd</sup> -25 <sup>th</sup>	45,000/=
<i>Competency-Based Talent Management Workshop</i>	<ul style="list-style-type: none"> <li>Connecting talent management to business strategy</li> <li>Developing and using a talent management competency framework</li> </ul>	Naivasha	Mar 15 <sup>th</sup> -17 <sup>th</sup>	60,000/=
<i>Counseling Skills at Workplace</i>	<ul style="list-style-type: none"> <li>Application at work place in area of; employment selection; grievance and discipline; employment termination; work performance; substance abuse;</li> <li>family related problems</li> <li>Counseling skills</li> </ul>	Naivasha	Jul 12 <sup>th</sup> -14 <sup>th</sup>	60,000/=
<i>Coaching Skills at Workplace</i>	<ul style="list-style-type: none"> <li>Concepts of coaching</li> <li>Building coaching</li> <li>Relationships</li> </ul>	Nairobi	Aug 9 <sup>th</sup> -11 <sup>th</sup>	60,000/=
<i>Corporate Re-Organization and Change Management</i>	<ul style="list-style-type: none"> <li>Developing Corporate Strategy, Execution of Strategy</li> <li>Linking Values/Behavior to Corporate Strategy</li> <li>Culture Assessment Audit</li> </ul>	Mombasa	Sep 13 <sup>th</sup> -15 <sup>th</sup>	60,000/=

## TWO-DAY ANNUAL REGIONAL HR EVENTS – 4 CPD

Title	Content	Location	Dates	Fees (KSH. EXCL. VAT)
<i>Annual Nyanza/Western HR Convention</i>	→ Theme and topical areas to follow	Kisumu	Mar 23 <sup>rd</sup> -24 <sup>th</sup>	55,000/=
<i>Annual Nairobi/Central/ North Eastern HR Convention</i>	→ Theme and topical areas to follow	Nanyuki	Jun 29 <sup>th</sup> -30 <sup>th</sup>	55,000/=
<i>Annual Coast HR Convention</i>	→ Theme and topical areas to follow	Mombasa	Jul 27 <sup>th</sup> -28 <sup>th</sup>	55,000/=
<i>Annual Rift Valley HR Convention</i>	→ Theme and topical areas to follow	Eldoret	Sep 7 <sup>th</sup> -8 <sup>th</sup>	55,000/=

## THREE-DAY ANNUAL NATIONAL HR EVENTS – 6 CPD

Title	Content	Location	Dates	Fees (KSH. EXCL. VAT)
<i>Annual HR Congress</i>	⊕ Theme and Topical Areas to be circulated later	Mombasa	May 17 <sup>th</sup> -19 <sup>th</sup>	65,000/=
<i>Annual National HRM Conference</i>	⊕ Theme and Topical Areas to be circulated later	Naivasha	Oct 11 <sup>th</sup> -13 <sup>th</sup>	65,000/=
<i>Annual Learning and Development Managers Symposium</i>	⊕ Theme and Topical Areas to be circulated later	Nairobi	Nov 22 <sup>nd</sup> –24 <sup>th</sup>	65,000/=

## TWO-DAY INTERNATIONAL HR EVENT – 4 CPD

Title	Content	Location	Dates	Fees (KSH. EXCL. VAT)
<i>East Africa HR Convention</i>	⊕ Theme and Topical Areas to be circulated later	Zanzibar	Dec 7 <sup>th</sup> -8 <sup>th</sup>	85,000/=