

# HR FOCUS

HUMAN RESOURCE MAGAZINE

Free Quarterly Magazine

Q4 2015



## HR Transformation

The Changing Face of HR



**Event Spotlight**  
HR Focus Conference &  
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**Article**  
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## Another Look at Employee Loyalty

In the corporate world today, employers may be surprised by the changes that occur in people, especially when they want to leave their current place of employment as compared to the “humble,” “will-do-everything” jobseeker they saw during the job interview. Though this is not a new phenomenon, it is necessary for employers to work at maintaining employee loyalty.

Why should this be so? Because if loyalty erodes, turnover becomes a problem, and the company's bottom line will take a significant hit from often-overlooked expenses associated with turnover. These include the knowledge lost when an employee leaves; reduced productivity; job posting fees, and screening and interviewing processes.

Of course, working to maintain employee loyalty is no guarantee that your best talents will stay, but in the end, you are likely to retain some, if not all.

This year, HR Focus is proud to have brought you thought provoking articles on “Workforce Planning and Sustainability,” “Driving Employee

Engagement,” and “Work/life Balance” in the Q1, Q2 and Q3 editions of the HR Focus magazine respectively: all facets in an organisation's operations that work together with employees to keep them loyal. In this edition, we give you a fresher perspective on the theme, “HR Transformation: The Changing Face of HR.”

While you get all the insights and plan for the coming year, flip on to read all the other interesting articles to revamp your corporate experience as we also give you highlights on the highly acclaimed HR Focus Conference and Awards 2015. Get more tips on Health, Finance and how to invest after retirement: Santa came in early for Christmas!

Make time to visit our website: [www.hrfocusmagazine.com](http://www.hrfocusmagazine.com) to read our past editions, and read our blog at [hrfocus.blogspot.com](http://hrfocus.blogspot.com). Come have a chat and share your views on with us our Facebook ([hrfocusmagazine](https://www.facebook.com/hrfocusmagazine)), Twitter ([@hrfocusmag](https://twitter.com/hrfocusmag)) and LinkedIn (HR Focus Magazine) pages.

Merry Christmas!

## Embrace Technology to Engage Employees - Tigo HR Director

The Director of Human Resources at Tigo Ghana, Ms. Elizabeth Arhin, has urged the human resources community in Ghana to embrace technology to engage employees.

This was at the HR Focus Conference 2015 organised by the HR Focus Magazine.

Ms. Arhin noted that the days when employee engagement consisted of an outing for the team or an end of year soiree are long gone. “Employees want and expect to be constantly engaged by their employer, in new, diverse and captivating ways,” she said.

She explained that there is a direct correlation between employee engagement and company performance. “It stands to reason that happy and engaged employees give off their best to their employer and this feeds into how well the company achieves its objectives.”

Citing Tigo as an example, she disclosed how the company has developed innovative solutions to ensure that its employees live the company's digital lifestyle agenda. “This makes it possible for them to access many of the apps that make our hectic lives easier and more productive.”

She also noted that employees' learning is done through e-learning management systems which allows them the flexibility to complete courses at their own pace and at any location.

Ms. Arhin concluded: “Employee engagement is key; it will help us to retain our key employees, maintain a happier workforce, and build and maintain a productive workforce.”

## Rapid Advances in HR Technology Predicted to ‘Directly Empower Managers and Employees’

The HR technology market has shifted from systems to help HR professionals do their jobs to tools for employees to learn and develop, set goals, manage others and steer their careers.

According to the HRTechnology for 2016: 10 Big Disruptions on the Horizon report, nearly every part of HR, from recruitment to performance management, is being transformed by rapid changes in HR technology.

“The HR technology market is bursting with new applications that shift the focus toward more consumer-like experience and away from tools created to streamline the work of HR administration.” The report highlighted

10 trends forecast to disrupt HR technology in 2016, including predictions that Apps will become a new HR platform with breakthrough areas likely to include engagement and feedback systems, and increasing access to predictive analytics.

Josh Bersin, Principal at Bersin by Deloitte and report author, said that companies should evaluate the success of their HR technologies by employees' engagement. “Buying software that is hard to use, that requires lots of training, or is not fully integrated with the existing environment is a mistake. Utilisation and engagement with technology is an important measure of success,” he said.

Ksenia Zheltoukhova, Research Adviser at the CIPD, added: “Technological advancements in the workplace are inevitable, and are often a welcome change from outdated ways of working. But it is crucial to remember that true innovation happens when you start by asking questions about purpose rather than process. Modernisation in HR requires a much deeper understanding of people through the science of human and organisational behaviour, including an awareness of how people interact with technology.”

Source: [www.cipd.co.uk](http://www.cipd.co.uk)



# Commuting Time is Part of the Workday - European Court Rules

Europe's top court has ruled that the time spent commuting to and from work should count as part of the workday. The ruling applies to employees who do not have a regional office to work out of, like electrical technicians, for example.

The time spent commuting to the first appointment and driving home from the last appointment is to be considered part of the work day, according to the ruling, which was handed down by the Court of Justice of the European Union in Luxembourg.

To not consider the time commuting to and from a job location work would "jeopardise the objective of protecting the safety and health of workers," the ruling says.

In Europe, employees are protected by the Working Time Directive, which dictates that they cannot work more than 48 hours per week. Therefore, determining what is considered work time and what is considered personal time is especially important.

In the U.S., commuting from home to work and back is not considered hours worked except in certain cases.

Do you think the time it takes you to get to the office should be part of your workday? Send your thoughts to [hcfocusmagazine.com](mailto:hcfocusmagazine.com).

Source: [www.entrepreneur.com](http://www.entrepreneur.com)

## HR should be more Concerned about Employee Health

A study by Towers Watson and the National Business Group on Health shows that organizations with highly effective wellness programmes report significantly lower voluntary attrition than do those whose programmes have low effectiveness (9% vs. 15%). Workplace health and wellness programmes should be a part of the overall company strategy for a healthy workplace. Health and safety legislation and other workplace policies or programmes can provide a basis for a workplace health or health promotion programme.

CEO of C&J Medicare Hospital, Dr. Joyce Djabatey, has called on HR managers of organisations to be more concerned about the health of their staff.

She said this when the organizing committee of the HR Focus Conference and Awards paid her a courtesy visit at the C&J Medicare Hospital premises.

She said, "If HR departments of organisations are more concerned about the health of their staff, they can prevent absenteeism related to ill health. This will enhance productivity and contribute to national development."

Speaking on behalf of the organizing committee, Mr. David Attricki, Editor-in-Chief of the HR Focus Magazine, commended the hospital for its contribution towards the wellbeing of employees through its "Well Man" and "Well Woman" packages.

HR departments must look at instituting more programmes that takes employee health and safety into consideration.



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## Business Spotlight: **MTN Ghana**

# Overall Best Organisation in HR Practice 2015

Being a market leader in an increasingly competitive mobile telecommunications industry in Ghana demands that you understand your employees and you work together to achieve corporate excellence. It also means that you attract and hire the best talent who understand the corporate visions and are willing to be champions.

This was demonstrated at the HR Focus Awards 2015 as the leading telecommunications network, MTN, was adjudged the Overall Best Organisation in Human Resource (HR) Practice in Ghana for the second time in a row.

MTN Ghana stood tall as it emerged Best Organisation in Recruitment and Selection for showing "the most evidence of best practice in recruitment and selection;" Best Practice in HR Information Systems for showing "the most evidence of best practice in HR Information Systems," and the Overall Best Organisation in HR Practice in Ghana for showing the best practice in all aspects of HR Management, during the year under review.

The criteria for selecting the overall winner was based on standards that conform to best HR practice and centered on a demonstrated history and strong evidence of best HR management.

Receiving the award, MTN Ghana's HR Executive, Mrs. Amma Benneh-Amponsah, dedicated the award to all employees of MTN. "I wish to say thank you to all MTN staff for making this possible and to assure you of MTN's continuous commitment to the improvement in people practices and benchmarking, both locally and internationally," she said.

The HR Awards, organized by the HR Focus Magazine every two years, is to identify, recognise and honour organisations that have built up the tradition of best practices in human resource management. In its maiden edition in 2013, MTN was adjudged the Overall Best Organisation in Human Resource Practice, a feat it retained in the second edition of the Awards this year.

MTN Ghana has also just been awarded the Investors in People Gold accreditation, joining the top 3% of accredited organisations globally who believe in realizing the potential of their people.

To show their commitment in delivering reliable and innovative services that provide value for subscribers in Ghana's telecommunications market, the company offers subscribers a range of exciting options under ICT Solutions for corporate bodies, as well as individual clients.

MTN has continuously invested in expanding and modernizing its network since its entry into Ghana in 2006 with total investments of about US\$2.4 billion from 2006 till date. The company has the widest 2G coverage across the length and breadth of Ghana, the widest 3G coverage in 170 districts across the country, and has also built three modern Switch and Data centres to deliver stable, reliable, efficient and robust Telecom and Data Services to customers.



Amma Benneh – Amponsah (HR Executive MTN Ghana) gives acceptance speech after receiving the prestigious Overall Organisation in HR Practice Award



Joyce Awua (Senior Manager HR Operations MTN Ghana) receiving the Recruitment & Selection Award.



Amma Benneh – Amponsah (HR Executive MTN Ghana) in a pose with all three deserving Awards



MTN Ghana HR Leadership Team showing off citations and Awards





# HR Transformation: The Changing Face of HR

By Kuukuah Baiden

A board meeting is scheduled and HR is sent an invitation:  
(1) HR contributes actively to workforce solutions for increased revenue.

(2) HR organises coffee in all the imaginable flavours; Cuppachino anybody?

"The discipline I believe so strongly in is HR, and it is the last discipline that gets funded. Marketing, manufacturing – all these things are important. But more often than not, the head of HR does not have a seat at the table. Big mistake." - Howard Schultz, Chairman, President, & CEO of Starbucks

In the earlier days of labour management, HR vocabulary was very much limited to these famous words; 'Welcome aboard', 'You're fired', or the ever famous "How shall we improve your lunch menu?" Despite the fact that these remain essential parts of the HR framework, HR professionals have developed a much broader vision. The Human Resource function has truly evolved into a scientific management process; measurable, analytical and aimed at improving efficiency in a mutually beneficial relationship between the employer and the employee.

Gone are the days of the straight jacket Human Resource Management, which was popularly referred to as Personnel Management. HR is changing and there is a good reason why.

## The Evolution

Let us dip back into history... The industrial era, early stages in the world of work, was dominated by manufacturing companies, which saw

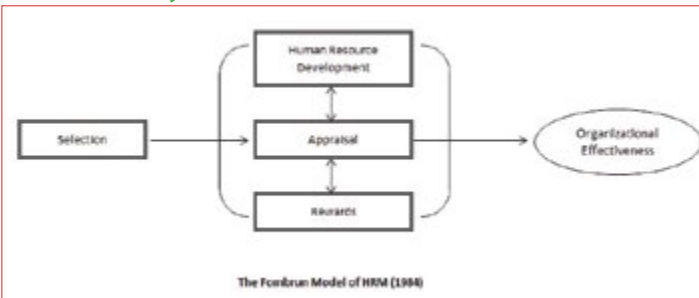


workforce practices such as Fordism (the system of mass production that was pioneered in the early 20th century by the Ford Motor Company),

where the objective was to increase productivity by standardizing the output and dividing labour into smaller tasks. This system was governed by the most basic form of personnel administration to minimise disputes, check attendance and ensure general compliance at the workplace.

Personnel supervision, simple piecework systems and authoritarianism moved to a more technical and bureaucratic employment system. Workplace amenities such as healthcare and housing were some of the benefits that came along with this change, as well as a degree of flexibility.

## Fombrun, Tichy & Devanna Model (1984)



From the days of Fordism, the Human Resource function has evolved to an all-round backbone function that is deserving of boardroom recognition. HR has gone from being the whip to a caregiver and finds a well-balanced space between the employer and the employee. This transformation generally revolves around the elimination of work that does not add real value, developing deeper insights and innovation in meeting corporate targets.

As organisations begun realising the potential Human Resource plays in meeting corporate targets, there was a shift in focus to the Shared Services models aimed at optimising operations, maximising the use of technology and placing strategy and long term planning at the core of all operations.

In his book "Human Resource Champions", published in 1996, David Ulrich proposed a differentiation of HR activities dependent on the extent to which each role was process or people oriented and strategically or operationally focused. The Ulrich Model became popular

for its 'three legged' nature with three distinct specialised roles; Shared Service centres to manage operations; Business Partner roles to deliver strategic HR services to the business, and Centres of Expertise to provide technical skills and capabilities.

Indeed, HR has moved from an operational role to one of 'HR as a service centre' and finally to one focused on 'driving talent outcomes'. HR today designs delivery models to support overall strategy and enhance new services. It is characterised by the creation of in-depth plans to integrate a seamless workflow whilst building business cases for global HR transformation.

## Strategic Human Resource Management

The CIPD defines Strategic Human Resource Management as an approach to managing human resources that supports long-term business goals and outcomes with a strategic framework. It goes further to focus on longer-term people issues, matching resources to future needs and macro-concerns about structure, quality, culture, values and commitment.

Strategic Human Resource Management has developed four key areas; Shared Services, HR Expertise, Business Partnering, and Local HR Delivery. Out of these areas come the strategies, policies, processes and practices to support the achievement of the organisations' business goals.

**HR Business Partner** guarantees the alignment between the business strategy and the HR function, overseeing implementation, driving change and partnering with experts to deliver solutions. They serve as advisors to the business.

**HR Expertise**, as the name rightly implies, is responsible for the provision of expert solutions to the business, giving detailed insight into precise work challenges.

**Local HR Delivery** executes policies and supports change management, serving as an active communication link to the business.

Finally, Shared Services perform the hands-on operational aspect of HR as a vehicle for improved internal customer service. This hub helps to cut cost, provide consistency and adapt quickly to changes.

Along with HR transformation came terms such as Employee Engagement, Organisational Culture, Agile working, Employer Branding, among others, aimed at continuous development of the mutually beneficial relationship between the employer and the

employee.

## Why the transformation?

The world of work is growing, giving way to offering more flexibility as opposed to the traditional way of working, with the ultimate goal being higher productivity. In this economy, people are the greatest asset; Human Resource Management (HRM) is driven by large scale organisational changes, while employers adjust to a more competitive global economy. Workforce dynamics are changing with employees working from across the globe to achieve deliverables in multiple continents. In order to take on the challenges that come with these changes, organisations are breaking down excessive hierarchy, encouraging organic systems, promoting a continuous learning environment with unrelenting culture change initiatives. The onus lies on HR to be more efficient; improving services, being cost effective, innovative and in the long run, supporting continuous growth.

## And then there is Technology...

Now, where would this article be without technology? Human Resource Management has been revolutionised with the use of tools such as Cloud services to improve employee management and information storage. This provides HR self-service, taking it to a higher degree of efficiency, and reduces human errors.

How does an organisation move from traditional HR to becoming more Strategic? The answer: Strong management support, strong internal skills, appropriate funding levels, highly integrated IT systems, and shared services.

## Potholes in Strategic Human Resource Management

The Changing Face of HR: Is this just a case of rebranding? Perhaps, old wine in new bottles? We sure hope not. But there are near justified comments such as this;

"After close to 20 years of hopeful rhetoric about becoming strategic partners with a seat at the table where the business decisions that matter are made, most human resources professionals are not nearly there. They have no seat, and the table is locked inside a conference room to which they have no key. HR people are, for most practical purposes, neither strategic nor leaders." - Why We Hate HR - 2005 Fast Company article

HR may risk falling into the trap of merely changing names and delivery channels whilst offering the same services provided under previous employee management. HR transformation takes proper planning,

training, compliance across all jurisdictions and a seamless service to satisfy the service requirements of the business. The capital investments for infrastructure must also be considered before taking a step into Strategic HR Management.

Operational HR is seen as more transactional and considered as the least in terms of adding value but the most time consuming. Organisations may face the challenge of moving to more strategic HR while maintaining high quality transactional work. However, HR needs to continue to provide these basic human resource services on which their organisations depend.

Despite the 'caregiver' nature of the HRM, the new working systems implemented in this context have presented other strains on the worker. Work Life Balance has become a familiar term. There has been increased literature on the long hours associated with the 21st century working world, job insecurity stemming from employers expectations on output based on the input into employees' development plans.

Technology presents its own mixed blessings. Thanks to smartphones, tablets and portable computers, we are able to work agile without restrictions to an office cubicle. Unfortunately, this also means work is almost always with us. We have to consciously cut off from the constant inflow of information. And most people looking to work more efficiently find it difficult to achieve this balance. This technology induced stress – Technostress, is more evident than most workers realise, resulting in anxiety, stress levels and physical effects like neck strains and backaches.

## What will the HR function of the future look like?

HR is at a turning point. During these times of rapidly changing economies, we believe HR is faced with a stark choice. It can either evolve and make a significant contribution, or be diminished and dispersed into the business." - Shaping Up: Evolving the HR Function for the 21st Century, Deloitte

The ultimate goal is to shift the role of HR from administration to strategy, promising a bright future for those that successfully implemented the approach.

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# Confessions of an Intern

By Eugenia Anukun-Dabson

## Great expectations...

As an HR student, I had been waiting for this opportunity to practise what I had learnt in class. I had worked before but not in the human resources office. I wanted to see how the labour law was being used in the workplace; how realistic it was and the extent to which it can be enforced. The concepts of job analysis and compensation were also things I wanted to see in action. In addition, there was the hope of meeting new people, especially other interns, having fun, and maybe, getting paid. The opportunity to gain much needed work experience was very appealing. In the current economy, the possibility of gaining employment right after graduation is miniscule as organisations want years of relevant working experience. This was my chance to start that journey in the corporate world.

## The reality...

I was called in to the organisation I applied to for my acceptance letter; unbeknownst to me, it was to be my first day at work. I arrived almost at noon in an African print skirt and a blouse and was told by my supervisor to start work immediately; I felt uncomfortable.

During the first few days I felt like a messenger; "Go print this;" "Call Mr ... for me;" "Count the days for that person's leave on the calendar..." After a few days, however, I was asked to complete more substantial tasks. I began to understand the workings of the company and learned one attribute that is vital to the success of an HR Manager: the ability to understand and empathise with the struggles of your employees.

The month was coming to an end and several workers from production (because it is a manufacturing company) came in to see my supervisor for, sometimes, as little as 50 pesewas to buy food. I was shocked! At a point, a production worker came to me and said she did not have enough money for food and wanted GHC 1.00. I stood speechless for a minute, walked quietly to my bag and took out the money for her. Throughout the day I thought about it, mulling over it again and again. This brings me to my current problem.

## Dilemma

Was it that the salary of the woman was not enough or that she was not a good manager of her resources?

When pay day came, the door to our office was never dormant for a minute. Production workers kept coming in to complain about injustices in salary payments. Through that I discovered yet another quality of an HR manager; have an open and accessible communication channel. Apparently, the salary rating and grading system had been changed from attendance to output per person. This had not been explained to the understanding of the workers whose highest educational qualification was the WASSCE (those were few). The workings of the new system were foreign to them so they were disgruntled.

Initially, I thought to tell the workers that there were ideal ways of making their demands heard, either by forming a union and choosing a spokesperson or going on strike. However, I felt that was not in my place to do, besides, I did not want to break the trust of those who had put me in this position to learn. Will speaking to the employees breach the ethics of the company?

I was really in a dilemma. A lot of questions were going through my mind. I had calculated and realised that with the cost of living rising every day, the salaries of the employees were so meagre that it would not be able to take care of them and their dependants.

In the end, I spoke to my supervisor about it and we both decided on what could be done to calm the situation: hold a staff durbar to talk to the workers and also speak to management to do something about the salaries.

My internship was soon over as I had to go back to school. My whole idea about human resources had taken a different turn. I had seen, heard and learned a lot, however at this point, I knew that being in HR is not just a matter of managing the people you work with but also being a part of their lives in general. ■

These are my confessions.



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As Insurance intermediary, Safety Insurance Brokers Limited (SIBL) prides itself as one of the largest insurance brokers that provide diversified range of services to a wide spectrum of corporate and individual clients both locally and internationally. We offer advice, information and other services to clients, acting as risk managers in connection with the solicitation, negotiation and sale of insurance.

We maintain relationships with underwriters to know which insurer would be most appropriate for clients' risk. Hence, corporate risk managers see SIBL as their second set of eyes, an extension of their own risk-management department —a partner whose

skills are heavily depended upon in areas of claims management and loss-control.

### We operate differently through Business Units

Our ability to also form partnership with consortium of insurers to deliver tailor-made packages to large establishments in the insurance market has led to the formation of our organisation by business units. SIBL is divided into four business units: Hotelier Insurance Business Unit, Foreign Travel, Traditional, and Life Insurance Business Units, and each with profit and loss responsibility.

Lately, SIBL has emerged as the leading brokerage that provides Employee Benefit Plans (EBP) to corporate Ghana having acquired clientele base stretching across industries, and now, an increasing number of individuals, corporate and institutional clients.

Our Life Insurance Business Unit was born when we partnered with a Life Insurance Company to sell their products through Life Agents. This effort yielded great results and has seen SIBL expanding our Life Business Unit to embrace another partnership with yet another Life Underwriter and the Association of Ghana Industries (AGI) to market and sell Employee Security Plan products to AGI members.

In 2013, this Business Unit was further expanded to include yet another partnership with two more Life companies to market and sell Group Life and Accident policies to tertiary institutions and secondary schools.

### Employee Benefit Plans – Our Specialty

We believe that Life Insurance, especially Group Life Assurance (GLA), can be used as a benefit package to retain best and brightest talent, promote industrial harmony and socio economic development, as well as provide a financially sustainable family life for all.

To achieve this, we affirm our vital mission of strengthening the Group Life Insurance Sector by advancing knowledge about Life Insurance in Ghana through our much sought after road shows, where we interact with and educate employees about the benefits of Life insurances and how they may be utilized for the sustainability of the family unit.

The Group Life Assurance is an employee benefit package designed to give ample protection during the employee's term of service. The policy offers 24-Hour Term (Death) Assurance Benefit – Accidental and natural death; 24-Hour Accident Indemnity Benefit including Permanent and Temporary Disability Benefits, as well as Dreaded Disease or Terminal Illness Benefit. Also, the Plan can be endorsed to offer optional additional protection benefits such as Funeral Expenses.

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## KEEPING UP APPEARANCES

by Suzain Dodoo

In today's business environment, judgments are made in the blink of an eye. As an entry level professional or a top executive, your image matters. Regardless of where you are in your career, you can ensure effectiveness in keeping up your professional image by following these five tips.

### Appear Visible

Are you wearing your personal power colours that help you command attention? You may want to be a dynamic professional. However, if you find that your career is not progressing the way you had planned, one question to ask is this. Colour is a powerful business tool that you do not want to overlook as you develop your professional image. The fashion colours this season may or may not be your friends.

Get your colours professionally done to ensure every bright, neutral or pastel colour you put on is sending the message you want it to send. You will find that when you wear the colours that are best for you, you will get more attention, be taken more seriously and, perhaps, best of all, you will feel more confident.

### Dress Office Appropriate

Whether you interact with the public or not, what you wear affects the way you think, which in turn affects the way you act and ultimately, affects how others respond and relate to you.

The personal assets you highlight when socializing with friends are best kept undercover while at work. What message is being sent if clothing is too tight, low cut or too short? Even if it is the trend, it is not appropriate in an office environment, and some people will not take you seriously. No matter how proud you are that your workouts are paying off, showing too much skin will work against you in a coed work environment.

In warmer climates, open-toed shoes that expose more than the tips of your first two

toes should be saved for the weekend. Bare legs and arms send a casual message that may not serve your career goals.

Even on "Casual Friday," do not get too casual – skip the T-shirt and worn out jeans. Wearing a jacket, or a coloured shawl will help you communicate authority and will be remembered. The third piece is your "power piece." It completes your look and is an important part of your wardrobe.

### Fashion Trends

Do you find that you gravitate to the 'have-to-haves' of the season? This may be a challenge as time goes on because you will continually have to update your wardrobe. By choosing timeless pieces, you can bring in a new piece to mix-and-match with your current wardrobe without breaking the bank every season.

If you really want to be fashion forward from 9am-5pm, consider wearing only one trend piece at a time. This way you will still look current and hip without looking like you care more about fashion than looking professional.

### Accessories or No Accessories

At work, your accessories should complete and complement your outfit, not be attention grabbers themselves. Still, do not be afraid to wear one statement jewelry piece or bold accessory – just not several at the same time. A great handbag or briefcase can polish your outfit to perfection. However, four necklaces, six bracelets and a big buckle belt will be a bit much for any outfit, and will send the wrong message at the office.

This also applies to your makeup – wear makeup, but do not overdo it. Your makeup is also an accessory – it should be fresh and should polish your look. Keep the adventurous accessories and dramatic makeup for your personal evening activities.

### A Dated Hairdo

Nothing says, "I am not on the cutting edge of my profession" quicker than an out-dated hair style. Keep your hair style current. If you are sporting a look from another era, it is probably time to update that look. Consult your hairstylist to find out the best possible looks for your face shape, hair texture and skin tone.

Try flipping through different magazines and find a style that you like. An updated hairdo can give you a whole new level of confidence.

Select one or two of the tips above to focus on over the next few weeks and make the necessary adjustments to your professional image. You will see results and garner the respect and attention you deserve, while having more confidence in the way you present yourself professionally.







# Questions Hitting HR with Dr. Mrs. Ellen Hagan

## He is antagonizing me

Hello HR,

I am a National Service Personnel in an organisation and truth be told, they really treat me well. However, my supervisor does not like me very much. He finds fault with everything I do whether right or wrong. Initially, I thought it was because I was close to a lady he happens to like. So I minimized my association with her but that did not help.

I was recently commended publicly by one of our managers for doing so well on a task. Thinking it will be a show of good gesture, I mentioned him as contributing to my success, but he did not take it lightly. He has not given any good reason for his attitude towards me despite several interrogations by some managers. Even though the organisation has considered taking me on after my National Service, thinking of working with somebody who antagonizes me every chance he gets has left me confused. Your counsel will be greatly appreciated.

**HR:** It can be quite nerve racking to feel that your supervisor has ill feelings towards you despite your efforts to meet his expectations. It would be interesting to observe how he relates to other direct reports (if he has others) and observe if there is much difference between his attitude towards you and others. Some people feel that the best way to motivate others is to be overly firm and not encourage a friendly atmosphere, using the 'iron hand' approach in an effort to incite high performance. Unfortunately, this does not really work as people respond differently to this and nobody likes to be criticized constantly. Have a talk with your supervisor and let him understand how this is affecting your relationship at work, citing examples such as the commendation by one of the managers and your comments which were not taken so well. There is the chance that he wanted you to be recognized as solely handling the task and taking the praise individually. Try to also remember that the primary focus is to attain high productivity at the workplace, bearing in mind that not everyone would build lasting friendships but the job still needs to be done. Once he does not exhibit rude or offensive behavior, overlook his attitude and enjoy the friendships of other more pleasant colleagues.

## She is at loggerheads with me

Hi HR,

I would have actually loved to laugh this issue off except it is costing me so much. I have a boss who has the habit of not playing by the rules. On the contrary, she will not hesitate to call anyone out if the person dares break the rules. About a month back, in a meeting, she was on one of her usual rants and utterly making a colleague's life miserable. This action really irritated me and I burst out at her, telling her to practice what she preaches if she expects everyone to do same. After the meeting, I got a big pat on the back from my colleagues but later, I thought it wise to go to her and apologise for my outburst. This gesture did not yield any results. Three days later, I overheard her saying that she was going make me miserable by sitting on my promotion. I apologised again, thinking it will soothe her ego. Though she accepted my apology, she still does not speak to me. Now the time for promotion is up and she has refused to endorse me. I do not want to report her to any authority because I do not want the issue to escalate. Kindly advise me on what to do.

**HR:** I am sure it feels good to speak up for the team on a matter that you have continuously grunted about! But there are consequences to every action and your boss will not take it lightly being publicly humiliated to the whole team. You need to understand that in a situation like this, it may take some time to gain back her favour. Find out what she likes; box of cupcakes, chocolates, a card saying you are sorry; a token of your apology just to win a smile from her. Ensure that the whole team is present at the next meeting and sincerely apologise for your outburst the other day, stating that you know you were in the wrong and should have expressed your frustrations better. When the meeting ends, follow up with a personal visit to her office and let her understand the roots of that outburst. Be careful not to put her on the spot or paint her as a 'bad boss' deserving your outrage. The goal is to ask for forgiveness for bursting out at her; but you also want to take the opportunity to make her understand how her actions play on the team. With regards to your promotion, your performance should reflect in reports and feedback from team members. If you truly deserve a promotion and it fits into the current work structure, the HR department should be able to discuss this with your boss to come to terms for a fitting recommendation.

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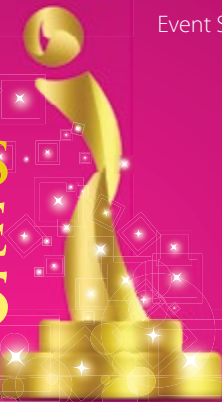
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# HR FOCUS CONFERENCE & AWARDS 2015

BROUGHT TO YOU BY  
HR FOCUS MAGAZINE



On the 8th & 9th October, 2015, HR Focus magazine organised the biggest event to have happened in HR's history in Ghana: The HR Focus Conference and Awards 2015.

It comprised the Clarity 4D HR Forum, Edkins Career Development Session and the HR Focus Awards Night. All these took place at the Banquet Hall, State House. Here are excerpts of what went down...

## Clarity 4D HR Forum

The 4th edition of the much acclaimed HR Forum dubbed the Clarity 4D HR Forum came off on the 8th October 2015 at the Banquet Hall, State House.

Under the theme, "Creating People Advantage; a Must for HR," the event brought together over 350 HR practitioners and business executives all over the country to discuss issues affecting the world of work and to come up with innovative solutions to these issues.

This formed part of activities slated for the HR Focus Conference and Awards 2015 organised by the HR Focus Magazine.

Speaking at the Clarity 4D HR Forum on the topic, "Best You, Better Career," was Mr. Victor Mensah, People and Organisational Development Consultant –Victor and Victors. Mr. Mensah took participants through a step-by-step process of identifying their personal strengths and their areas of potential growth.

He said that if HR can move from just motivating employees and focus on the individual, it will realise the unique attributes of every individual and help the organisation. "Everybody has potential; it is up to the organisation to create the kind of environment that will bring out the

potential in them. You can achieve a better organisation when people are at their best potential."

Mr. Stephen Edkins of Edkins Training spoke on the topic, "Becoming a True Learning Organisation-Mindset, Technology and Leadership." He explained the importance of developing staff and how this impacts the organisation in general. He emphasized that technology has become the pivot for most businesses. "Organisations that want to lead and stay relevant in their industries must take a critical look at the usage and distribution of technology in their organisations," he added. Rev. Celia Apeagyei-Collins, Coach and Founder of Rehoboth Foundation – UK, took participants through an insightful presentation on the concept of leadership.

Some of the notable comments she made about leadership was that it takes great leadership to bring people to their full capacity. "Leaders should not treat people as they find them. Rather, people should be treated as the leader wants to see them."

"If you are a leader and you don't have a following, you just taking a walk. Leaders model something they want others to follow.

People who are influencers care about what happens around them. Great leaders are not known by their titles but their singular names," she added.

Other speakers were Dr. Joyce Djabatey - CEO of C&J Medicare Hospital; Md. Elizabeth Arhin – HR Director, Tigo; Mrs. Lena Adu-Coffie – CEO, Safety Insurance Brokers, and Mr. Nashiru Iddrisu – Business Development Manager of Starlife.

In her closing remarks, Chief Executive of LAINE Services, Dr. Mrs. Ellen Hagan emphasized the need for an "industry-academia" harmonization. She encouraged industry's involvement in the development of Human Resource in Ghana. She added that industry must invest in the development of the capacity of the training institutions and most especially, in the formulation of the contents of the academic syllabi. This she said would ensure that industry gets the right skills required for transformational growth.

The Clarity 4D HR Forum was moderated by Jennifer Agyeman, Consultant and Life Coach – Amazing.U.



## Edkins Career Development Session Sees Massive Turnout

The Edkins Career Development Session, which formed part of the HR Focus Conference and Awards 2015 saw a massive turnout as students from various institutions converged at the Banquet Hall, State House on the 9th October, 2015.

The event sought to equip job seekers, students, employees and professionals with the necessary learning tools to enable them make informed decisions about their career path and make them more productive at their work places.

In her opening remarks, Ms. Kuukuah Baiden, HR Coordinator of LAINE Services stated that the career development session is part of LAINE's commitment to fine tune issues with demand and supply of the requisite manpower for national and industrial development.

Presentations started off with Mrs. Jennifer Agyeman, CEO of Amazing-U, speaking to participants about "Personal Branding." She advised participants to market themselves

and their careers as brands. Branding on a business-level is common, but today, branding is becoming just as important on a personal level. Giving an analogy of how products are packaged to attract buyers, she said, "The way you package yourself is what will attract buyers or employers to you. If you want people to take you seriously when you attend an interview, you should tone down on the bright colours," she emphasized.

Mr. Stephen Edkins, CEO of Edkins Training-UK, presented on the topic, "How the Right Training will Help You Get, Keep and Grow within a Job." He encouraged participants to develop themselves individually in order to stay competitive in the employment market. Mr. Victor Mensah, People and Organisational development Consultant, Victor & Victors, gave a thrilling presentation on the topic, "Best You, Better Career." He said, "You can only give off the best if you know yourself well because it takes twelve seconds to convince a panel of interviewers that you are the right person for a job"

"Managing Career Change after School" was presented by Mr. Samuel Bofofo, HR Director of CAL Bank Limited. Mr. Bofofo laid emphasis on the National Service Scheme and networking. He made a profound statement that, "You can apply for a job but you can't apply for a career. What an employer can give you is a job; what you make out of it is a career"

Mr. Henry Djangmah of ACCA rounded off the session with the topic, "Training Complete Professionals for Today's Business." He delved into why participants should choose ACCA for their professional accounting courses.

He also emphasized that "Your soft skills should overcome your qualifications. Know yourself and translate it into your CV to give you a competitive advantage."

Mrs. Martha Quarshie, CEO of Delin Consult moderated the Edkins Career Development Session.





# HR Focus Awards 2015



The HR Focus Conference and Awards was crowned on the evening of 9th October 2015 in a well-organized awards night spectacle that started promptly at 6pm and ended grandly and timely before 9pm.

The 2015 HR Focus Awards saw the gathering of various organisations, as well as stakeholders of Ghana's HR community to recognise and reward organisations that have distinguished themselves in HR best practice.

The night was swelled with a lot of pomp and pageantry as guests were treated to some delicious cuisine and fine music from Becky Bonney, Yaa-Yaa and the melodious sounds of the MIDO Live Band.

In her welcome address, Dr. Mrs. Ellen Hagan, CEO of HR Focus Magazine (a subsidiary of L'AINÉ Services Ltd) said "effective Human Resource Management is vital to the development of all institutions and indeed, all countries, and HR Focus Magazine, as a stimulus for the growth of HR in Ghana, has made the HR Focus Conference and Awards

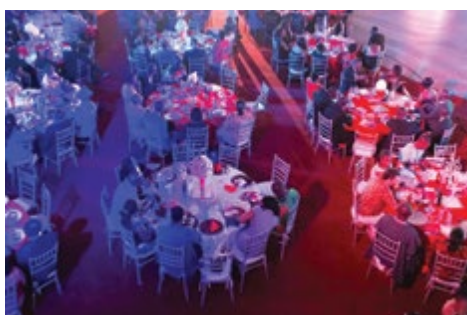
possible so HR practitioners and other players in the industry can come together to promote the HR development agenda".

The Guest of Honour for the event was the celebrated and renowned Ghanaian business magnate and former Chief Executive of the Ghana Chamber of Mines, Rev. Dr. Joyce Aryee, who delivered the keynote address for the awards event. In her speech, Rev. Dr. Aryee encouraged HR practitioners and business leaders to put their companies' most important assets at the forefront of strategy planning in order to develop homegrown talent that would, in the long run, contribute significantly to the economic growth and stability of Ghana.

The audience was captivated in suspense as the various finalists for the much-coveted HR Focus Awards were announced at different stages during the night. In the end, Airtel Ghana and VRA collected awards for Best Organization in Learning and Development Practice and Best Organization in Performance Management respectively. Starlife Assurance also took home the Most Promising Organization in HR Practise

whiles Fidelity Bank won the awards for the Best Organization in Rewards Management Practice and Best Organization in Organizational Culture. The two telco giants, MTN and Vodafone won multiple awards including the two most prestigious awards of the night with MTN winning the Overall Best Organization in HR Practice award and Vodafone's HR Director – Mrs. Irene Stella Agyenim-Boateng being crowned the HR Practitioner of the Year.

The event was well-attended by HR practitioners and business leaders from all over Ghana and beyond including the former member of the Council of State, Hon. Mrs. Gifty Affenyi-Dadzie; CEO of Vodafone Ghana, Haris Broumidis; CEO of ACP, Carl Richards; Founder of Camelot Ghana Ltd., Mrs. Elizabeth Villars; President of Almond Institute, Bishop Titi Offei; CEO of MASLOC, Mrs. Sedina Attionu; Head of Corporate Communications – Ecobank Ghana, Rev. Patricia Sappor; Head of Retail Banking – Standard Chartered Bank, Henry Baye and the CEO of Edkins Training, UK – Stephen Edkins.



## HR Focus Awards Night



Becky Bonney

Dr. Mrs. Ellen Hagan  
CEO - L'AINÉ Services Ltd./ HR Focus Magazine

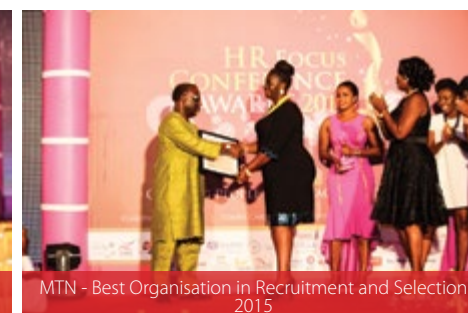
Airtel - Best Organisation in Learning and Development 2015



Vodafone - Employer of Choice 2015



VRA - Best Organisation in Performance Management 2015

Irene Stella Agyenim-Boateng  
HR Practitioner of the Year 2015Bertha Kankam  
(YaaYaa)

MTN - Best Organisation in Recruitment and Selection 2015



Fidelity Bank - Best Organisation in Organisational Culture 2015



Starlife - Most Promising Organisation in HR Practice 2015



Vodafone - Best Organisation in Employee Relations Practice 2015



MTN - Overall Best Organisation in HR Practice 2015



MTN - Best Organisation in HRIS 2015



Fidelity - Best Organisation in Rewards Management Practice 2015



All HR Focus Awards Winners 2015





# Mrs. Irene Stella Agyenim-Boateng

(HR Director, Vodafone Ghana)



HR Practitioner  
of the Year 2015



**S**tella Agyenim-Boateng is a renowned Human Resource Practitioner who holds a Bachelor of Arts degree, a Post Graduate Certificate and Diploma in Public Administration, as well as an MBA in Human Resource Management.

Stella worked with Ghana Telecom for 20 years and now Vodafone for the past 7 years, making it a total of 27 years in the Telecom industry. 15 years of this excellent work has been in the capacity as an HR Director, handling a diverse workforce of over 4,200 employees at a point in time. She has chalked successes in the industry and in her profession. She has been part of the management team on various assignments across Ghana and internationally.

She has extensive experience working with people from different walks of life and in a multi-cultural environment.

In every way an HR professional and with the zeal to see HR impact on business growth, Stella was also part of the management team that worked closely with Vodafone Group on the Vodafone/Ghana Telecom integration project to align practices, procedures, structures, brand, people, and culture, among others, to the Vodafone brand after Vodafone acquired 70% shares of the Ghana Telecom business.

She led the restructuring of the State-owned Ghana Telecom business to become a commercially viable performance-oriented and culturally agile one by undertaking the biggest people transformation programme and structural re-alignment to deliver key results, which is what Vodafone Ghana is today.

Besides the core HR activities of Resourcing, Talent Management, Reward & Recognition,

HR Shared Services (Administration), HR Business Partnering, Learning & Development, Employee/ Union Relations, Employee Engagement and projects, Stella has also added to her HR portfolio, Health, Safety and Wellbeing, Fleet Operations, Diversity and Inclusion, Property & Facilities Management, Internal Communication and Regional Coordination.

She is very interested in the wellness and safety of her employees and has put together policies to ensure that employees are aware of the importance of safety and risk mitigation in the work place.

For Stella, an engaged employee is a happy workplace and to ensure that staff are constantly engaged a number of employee engagement activities have been put in place under her leadership, including the very innovative "Red FM." According to Stella, the Red FM is HR's of communicating with staff and giving them the opportunity to ask HR any question they may have.

Amongst her numerous achievements are:

- Restructured and created a customer-centric culture in the Business
- Culture Change Management across the Business
- Led Vodafone Ghana to achieve best Employee Engagement results in 5 years running
- Led her team to organize one of the biggest career fairs in Ghana.
- Introduced the Repat Resourcing strategy, as well as internal resourcing pipeline
- Leading the Health, Safety & Wellbeing campaign in Ghana, achieving zero fatality
- Led Vodafone Ghana to win the number 1 position as the fittest OpCo in Vodafone Group

- Under her leadership Vodafone Ghana is among the best, if not the best, when it comes to gender diversity in senior roles. With great initiatives in place to bridge the gap across all levels in the business
- Driving the talent agenda in Vodafone Ghana and raising the bar on talent
- Creating an admired HR function in Ghana and within Vodafone footprints, making Vodafone Ghana one of the best places to work

Stella is a member of a number of professional bodies and serves on a number of committees; she has also actively participated in numerous international workshops, seminars, training programmes and delivered papers on some of these programmes.

Stella was recently adjudged the 'HR Practitioner of the Year 2015' at the HR Focus Awards.

She has also led the Vodafone Ghana HR & Property Teams to win several awards including:

- Employer of Choice 2015
- Best Organisation in Employee Relations 2015
- 3rd Position in Vodafone Global Wellbeing Challenge 2013
- 1st position in Vodafone Global Wellbeing Challenge 2014
- 1st position in Vodafone Global Wellbeing Challenge 2015
- Best improved Vodafone Operating Company in Health, Safety & Wellbeing 2015
- Ghana Property Award- Interior Design Award

Stella is married with four children and enjoys reading, writing, public speaking and mentoring.







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# Korporate Kingdom Keys

### Be Encouraged

Are you going through some stressful moments at your place of work? Do you feel weak and broken as a result? Do you want to take a drastic decision? If so, hold on! Know that you will go through difficult circumstances, trials, and crises at work. When these occur, do not spend all your time asking God: "Why me?" What you are going through is not going to kill or destroy you! On the contrary, it will mould, purge and strengthen you to become an OVERCOMER! Ask God to give you His grace, which will always be sufficient for you to go through any experience and come out stronger and wiser.

### No Pain No Gain

Do you feel you are being unfairly over used in your workplace to do more than you are being paid for? If so, take heart! In God's perception, He is using what you perceive as "overwork" to sharpen your skills and talents to cutting edge levels! So change your defeatist perception and allow yourself to be "used." Know that experience and outstanding skill can never be quantified in monetary terms! But before you attain these, you have to continue practicing in order to become a master of your craft. So brace yourself up and go through God's training to make you outstanding in future in order to reap more money and wealth than you can ever imagine!

### Strength to Endure

People sometimes tell me: "You do not know what I go through at work! What you are sharing are only words!" I know that it is difficult to smile through the tears and laugh loud at the confusion, but it all happens for a reason. Remember that Jesus even wished that His cup of suffering could pass Him by, but eventually God's will was more important to Him than His own. What should you do when you find yourself going through difficulties in your job? Do not get agitated! Instead, choose to learn from Jesus who asked for nothing but the Father's will to be done.

### Be a Mentor

A trainee is taught by a master not to live as a trainee forever, but to graduate from that stage to become a master who can train others as well. It is never easy to submit to criticism and hard training, but learn to be patient, sail through and you will one day use the knowledge you have acquired to also mould new minds to carry on the mantle.

### Life and Workplace Tests

To ensure that you are perfectly trained in life's classroom, you have to be tested. Consequently, always strive to consistently excel in all you do. Your life trainers will take you through several life tests in order to qualify you for higher levels. How prepared are you for these tests? As you go through your life and work place tests, adopt an attitude of patience and submission to see you through.

### Team Player

Do you regard your contributions in the workplace over and above that of every one else? If so, then you are not a team player! Everyone's contributions and perceptions at work are necessary to implement the vision at hand, so start respecting what others do around you. Be a team player! Learn to appreciate the valuable contributions of others. Take your example from the harmony the Trinity portrays: Father, Son and the Holy Spirit are always at work together to create perfection in our lives.

### Fruit of the Spirit

Let your life in the workplace project Christ to your employers and colleagues. To do so, you must consistently meditate on the Word in order to submit to the leading and promptings of the Holy Spirit and showcase the fruit of the Spirit.

Let us begin to work together in our organisations as one body, each part playing its unique role to achieve a common goal. Have a good day!

Courtesy Priscy Writes Ministries.

website: [www.priscywritesministries.org](http://www.priscywritesministries.org).



To ensure that you are perfectly trained in Life's classroom, you have to be tested.

#KorporateKingdomKeys

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# Accelerating Youth Employment through Agriculture; a Catalyst for Change

By Mrs. Abisola Alaka

It goes without saying that in this part of the world, like most developing nations, the population is relatively young and can be observed in the Age/Sex pyramid for Sub-Saharan African countries. With 200 million people aged between 15 and 24 (the youth bracket), Africa has the youngest population in the world. The current trend indicates that this figure will double by 2045, according to the 2012 African Economic Outlook report prepared by experts.

Of the 38.1 per cent estimated total working poor in sub-Saharan Africa, young people account for 23.5 per cent. Young girls tend to be more disadvantaged than young men in access to work and experience, worse working conditions than their male counterpart, and employment in the informal economy or informal employment is the norm. The youth are considered to be a great asset for nation building.

Our educational system has not been structured to cater to the real needs of a developing nation. However, it seems that we have adopted the system of our colonial masters and as such the learning experience of most young adults is archaic. By the time they graduate from university, they have very limited practical experience and they have learned much of what they know by "rote" or what is popularly known in local parlance as "chew and pour." The majority have high expectations of obtaining high paying "white collar" jobs in the urban areas and as such, our cities are filled with youth roaming about with their certificates, which they see as a guaranteed ticket to fulfilling their dreams. Unfortunately, only the very few fortunate ones are able to achieve this dream, while others are faced with disillusionment, frustration and other negative emotions.

Fortunately, on the current global arena, the United Nations is committed to ending

hunger, not only its reduction as in the recently concluded Millennium Development Goals (MDG), but through the creation of the "Zero Hunger generation," a unique opportunity to engage young people in the challenge of ending hunger by 2030. It is no longer only about fighting to eliminate poverty but also about confronting new realities that relate to food security and nutrition.

This year, the Food and Agriculture Organization of the United Nations (FAO) launched the State of Food and Agriculture, 2015. The Regional Overview of Food Security and Nutrition in Sub-Saharan Africa shows that seven(7) countries in the region: Angola, Djibouti, Cameroun, Gabon, Ghana, Mali and Sao Tome & Principe, have achieved both the Millennium Development Goal (MDG1.C) and the World Food Summit (WFS) targets of respectively halving the proportion and the number of hungry people by 2015. Although the percentage of people living in poverty and extreme poverty have declined over the past three decades, the numbers remain high. In Sub-Saharan Africa, little progress has been made and almost half of the population is extremely poor. Extreme poverty is disproportionately concentrated in rural areas with the rural poor having to rely on agriculture for their livelihood and a high share of their expenditure on food.

What will it take to achieve this?

Firstly, it will require training, investment, collaboration, and mentoring to empower and enable the youth with the necessary skills and resources that will allow them to develop and become drivers of improvement in Agriculture and food systems.

Secondly, African agriculture has to be mechanized and modernized. Young people run away from agriculture because of the drudgery of its manual labour and outdated tools. Mechanizing agriculture will increase the

influx of young people in agriculture and will make farming far more attractive to the youth. Thirdly, funding is crucial to the successful establishment of any business. Africans are stepping up to provide funds to young people who want to enter the agriculture sector. For example, the Tony Elumelu Foundation Entrepreneurship Programme in Nigeria has set up a US\$100 million annual fund for start-ups from young people, including agriculture. Another example, FAO and the government of Ethiopia this year signed a partnership agreement which aims to reduce youth mobility caused by poverty. The total contribution by the Italian government amounts to \$2.5 million for the project as a whole.

In the education sector for example, there ought to be a curriculum in place to support youth employment in agriculture and learning methodologies and approaches aligned to support this objective. We must ensure that the private sector plays a key role in strengthening linkages within the agricultural supply chains. We need to promote public - private partnerships (PPP) to enhance investment and also develop capabilities and introduce innovations.

In conclusion, we need to advocate for an integrated approach in order for these programs to be effective and make an impact on hunger, food security and malnutrition in Sub-Saharan Africa.

Involving the younger generation in agriculture will do more than produce food. It will create jobs, wealth, and bring the much needed agricultural makeover to Africa.

Senior Admin Officer  
FAO-UN

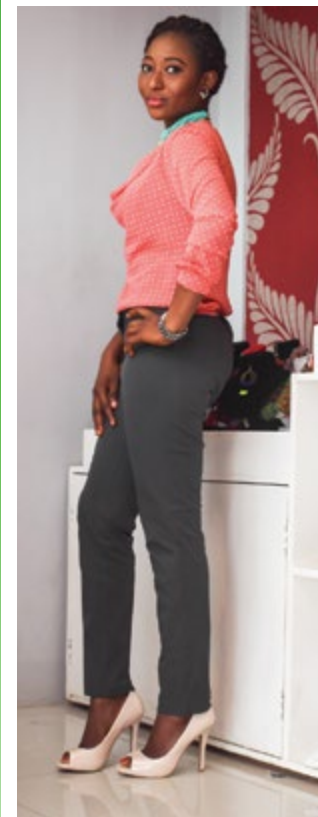


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# SANTA'S COCKTAIL

By Afua Safoa



It is the eve of Christmas; you have a marathon of parties to attend when you get off work. You live about three hours away from work, commuting to the party from home will take about four hours. That means you will have to miss about three sections of the parties, which is not an option, especially Kuukuah's. She will smother you if you do not make it to her birthday this time around. Remember the drama your absence caused last year? Your concentration level is frozen while you work, and nibbling on your fingers seems to be the only thing that is stopping you from screaming in agitation.

Choosing an attire to work or a party is not an issue at all. What is, is the distinctive ability to mash them up like a pro. Unfortunately, most people have this disability but I am glad to inform you that you are not alone. I understand your frustration and that is why I am determined to put an end to it.

To deal with this, I caught up with Ruth Luri, CEO of Blue Mae, (a trendy fashion house) to see if she can whip up some magic for us this Christmas. Of course she can, and she calls it "Santa's Cocktail..."

## The Black Street

A black dress is a must for every girl because it is an all-rounder and the easiest to transform. Combine it with a wonderful crop jacket or topper (to give it a dressier look), a piece of statement jewellery, a red lip and/or heels to give you a playful look for the evening.

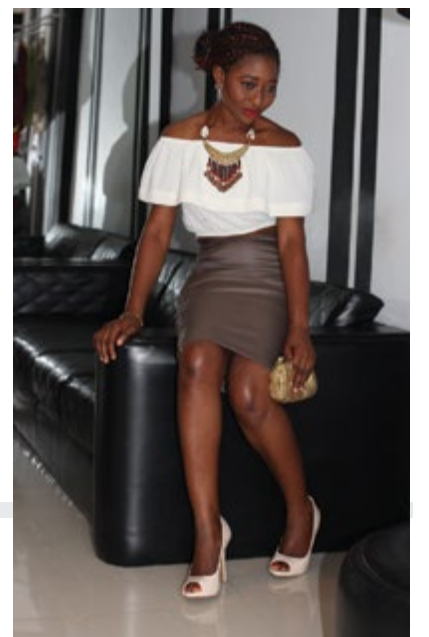
## The Pastel Look

Maybe you are the trouser suit person; you can top your trousers (slacks) off with a cowl neck in any of the pastel colours (pink, purple, blue). Right after work, you can discard the suit top, add on some gold bangles and a clutch, pick out your gold shoes and you are ready for the night.

## The Pencil Skirt Magic

According to experts, the versatility of the pencil skirt cannot be underestimated. It can be coalesced with just about anything - from a crop top to a boyfriend blazer. Do not leave the evening to chance; shed off the office jacket, throw on a simple crop top of a lighter shade from the skirt. Get some "mean" shoes (a single sole pointy stiletto can do the trick), match it off with a statement jewellery or some colourful beads, finalise it with a clutch and you are good to go.

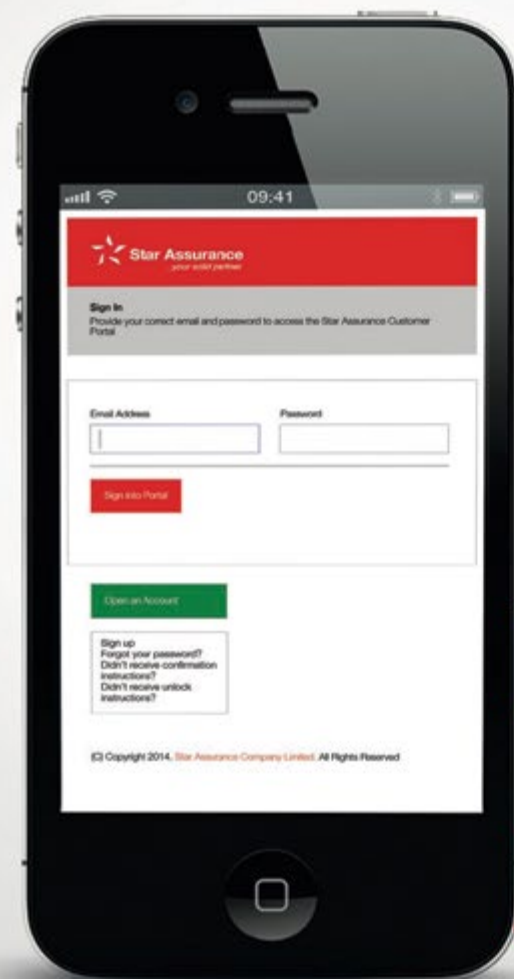
Now you have the cocktail, cheers! Check these pictures out for inspiration... ■





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## Data Archiving must Stand the Test of Time

By Penuel Anoff

Today, almost every organisation archives at least some of its data. Some do so to comply with industry regulations, while others use archiving to facilitate their internal business requirements. Regardless of an organisation's reason for archiving data, the process can be trickier than it might appear at first. Unlike a typical backup, archives must be able to stand the test of time. Given the rapid pace at which IT evolves, longevity can be a tall order. The following list of considerations will help you improve the long-term usefulness of your archives.

### 1. Storage medium

Since they will be stored for a long of time, you must choose a type of media that will last as long as your retention policy dictates. Tapes tend to become demagnetized over time, which can lead to data loss. As a result, tapes are rated according to their durability. A good quality tape should last for 10 years or more. In contrast, optical storage media will last indefinitely.

### 2. Revisiting old archives

On a similar note, your archive policies, as well as the storage mechanisms you use for archiving data will undoubtedly change over time. So be sure you review your archives at least once a year to see if anything needs to be migrated to a different storage medium.

### 3. Data usability

One major problem is archived data that is in an obsolete format. For example, a person wants to restore certain documents that may have been archived in the early 1990s, these documents may have been created by an application called PFS Write which was a file format that was widely supported in the late 80s and early 90s, but today, there are not any

applications around that can read the files. To avoid situations like this, archive not only data, but also copies of the installation media for the applications that created the data and copies of any necessary license keys.

### 4. Selective archiving

Consider what should be archived. Sure, you want to archive your data — but not all data is equally important. For example, you will probably want to archive your financial records indefinitely, but is it really necessary to preserve your telephone call logs for all eternity? Determine what types of data are present in your organisation and the useful lifespan for each data type. Then, design your archival policy around it.

### 5. Retrieval method

As you design your archival system, remember that over time, the archives will probably grow to a monolithic size. So you need an efficient way of retrieving data from the archives should the need arise. It might be simple to dump your archive data to tape, for example, but how well are your tapes indexed? If you are not sure, ask yourself how much work would be involved in locating and retrieving a file that was archived three years ago. Many commercial archival products provide a Web interface that simplifies the task of searching the archives for data.

### 6. Space considerations

Because your archives can become huge, you must plan for the long-term retention of all of that data. Make sure there is room in your IT budget to continue purchasing tapes and enough free space in the vault to hold all of those tapes. If you archive data to a network server, the capacity planning process will

likely be much more important because of the limited amount of data that can be stored online.

### 7. Restoring to an isolated environment

As you develop your archive policy, you should stipulate how the data should be restored. My advice is to restore the data to an isolated environment whenever possible. I once heard of a Fortune 500 company that accidentally introduced a virus onto their file servers because they restored some infected archived files.

### 8. Online vs. offline storage

One last consideration is whether to store your archives online (on a dedicated archive server) or offline (on removable media). There are advantages and disadvantages to each method.

Storing data online keeps the data readily accessible. But the sheer volume of the archived data may make online retention impractical. Furthermore, data that is stored online may be vulnerable to theft, tampering and corruption.

Offline storage enables you to store an unlimited amount of data. However, the data is not readily accessible, and it may prove to be difficult to restore the data should the need arise years from now.



IT Assistant  
LAINE Services Limited



# Obesity

By Revina Acheampong

The day I read that drinking and smoking cause obesity, I was surprised and alarmed. I remembered how, on countless occasions, I had heard a drunk in my community constantly tell those who cared to listen that “alcohol burns fat in the body.”

What inspired this article is neither what I read about drinking and smoking nor about the drunkard in my area, but the story of a handsome young man who died at a young age of 33 because he was obese.

“Britain’s fattest man Carl Thompson died just a month after pleading for help to try and change the 10,000 calories-a-day diet he was warned would kill him.” It was revealed that his excessive binge eating had caused his weight to rocket to 65 stone.

Overweight and obesity refer to increased amounts of body fat, commonly assessed by the Body-Mass Index (BMI, calculated as weight in kilograms divided by height in meters squared). The standard categories are underweight (BMI less than 18.5), normal (18.5–24.9), overweight (25–29.9), and obese (30 or more).

## So what will cause someone to become obese?

According to reports and communication from Mr. Thompson’s special delivery man, Mr. Thompson’s daily diet was:

- Breakfast: Four sausages, five fried eggs, fried bread, mushrooms fried in butter, bowl of cereal with full fat milk
- Lunch: Bowl of pasta, chips, bacon, pork pies, crisps, pasties, sandwiches and chocolate
- Dinner: Chinese or Indian takeaway of up to £25 five nights a week
- Snacks: £10 a day on Yorkie bars

Of course, you do not consume that much, but, like the saying goes, “little drops of water make a mighty ocean.”

The balance between calorie intake and energy expenditure determines a person’s weight. If a person eats more calories than he or she burns (metabolizes), the person gains weight (the body will store the excess energy as fat).

Also, research has shown that a person is more likely to develop obesity if one or both parents are obese, among other factors such as;

**Overeating and binge eating** lead to weight gain, especially if the diet is high in fat. Foods high in fat or sugar (for example, fast food, fried food, and sweets) have high energy density - foods that have a lot of calories in a small amount of food.

**A diet high in carbohydrates** - Carbohydrates increase blood glucose levels, which in turn stimulate insulin release by the pancreas, and insulin promotes the growth of fat tissue and can cause weight gain.

**Physical inactivity** - Sedentary people burn fewer calories than people who are active. A health and nutrition examination survey showed that physical inactivity was strongly correlated with weight gain in both sexes.

**Frequency of eating, slow metabolism, psychological factors** in response to emotions such as boredom, sadness, stress, or anger, and diseases such as hypothyroidism, insulin resistance, polycystic ovary syndrome, and Cushing’s syndrome are all contributors to obesity.

## How can this be treated? Is there any hope at all?

Yes there is hope! Knowing what causes obesity can give you some basic ideas of how

to treat it. Successful weight-loss treatments include setting goals and making lifestyle changes such as eating fewer calories and being physically active. Medicines and weight-loss surgery are also options for some people if lifestyle changes are not enough. Also, Have a healthy eating plan that gives your body the nutrients it needs every day. Fat-free and low-fat dairy products, protein foods, whole grain foods, fruits and vegetables are recommended.

**Start physical activity slowly and build up the intensity** a little at a time.

**Change your surroundings.** You might be more likely to overeat when watching TV, when treats are available at work, or when you are with a certain friend so;

- Instead of watching TV, dance to music in your living room or go for a walk
- Leave the office break room right after you get a cup of coffee.
- Bring a change of clothes to work. Head straight to an exercise class on the way home from work.

**Keep a record.** You can keep track of your weight. For example, when the record shows that you have been meeting your physical activity goals, you will want to keep it up.

**Seek support.** Ask for help or encouragement from your friends, family, and health care provider. You can also join a support group.

After you have met your weight-loss goals, reward your success with something you will like to do, and not with food.■

## Buy Low, Sell High, Pay Slowly & Collect Your Bills Quickly



These are the basic rudiments of a well-managed business. This also represents the simplest and basic explanation of an income statement and balance sheet. It is also the most efficient approach to the achievement of one of the most important rules in business; “Cash is King”.

Business is generally an input-output activity. Buying low and selling high is the most logical rationale for doing business. Profit is simply the difference between your sales and cost. Profit is generally a notional gain and normally mistakenly equated to cash. Profit is realized and is equal to cash when the buyer pays you immediately for the product or service delivered.

Inappropriately, most business owners equate profit to cash, forgetting that revenues can either be realized in the form of cash or credit. The conversion of profit to cash depends largely on a company’s cash management policy. This policy simply defines the speed with which bills are paid, against the collection of bills. Companies tend to have a higher cash position when they collect their bills faster than they pay. This should actually be the ideal situation. This is what most petty traders who operate “cash and carry” models do. Lenders are very happy with such businesses.

Anything contrary to this model can easily plunge companies into a liquidity crunch, as they invariably end up financing other people’s

businesses or operations. A company may or may not be able to control its cash cycle. The cash cycle is influenced mostly by the type of business and industry one finds himself in. The dynamic mix of client profiles, in most cases, drives companies’ cash position. A typical example is in the healthcare industry where most patients pay on credit through various insurance schemes.

Most companies have a mix of cash and credit sales. This principle is same with business expenses; they are either settled with cash or credit. The mismatch in the cash flow of revenue and expenses is what creates challenges for most businesses. They report profits but face significant challenges that ultimately reverse these profit positions. Being trapped in a liquidity crunch can be likened to having legs but being unable to walk.

This is not to “demonize” credit as a payment option. Without it, the global economic system will grind to a halt. Credit allows businesses to grab impulse buyers, compete with other players by attracting more customers and increase revenues. The challenge is how quickly these bills or receivables are collected and converted into cash. It is very important for businesses to set up structures or systems for prompt credit settlements and secure the time value of the business funds. We recommend the following cash management approaches:

• **Client Profiling:** Perform a risk analysis on customers to determine their ability and willingness to pay.

• **Good Record Keeping:** Keep good records of creditors and undertake regular ageing analysis of your receivables for cash planning/management purposes;

• **Risk Transfer:** Transfer risk of major contract or orders against defaults to insurance companies by insuring major risk such as injury or death to your customers. This is very typical in the healthcare sector

• **Payment Terms:** Mark up credit sales by a reasonable margin and clearly outline payback periods and consequence for defaults. Typically, most payments periods range from 30 to 90 days.

A great business achieves profitability and consistently remains liquid on cash.

Written by Isaac Ocquaye-Allotey (Senior Associate) and Laila Duwiejua (Analyst).■

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# Insights Into Employer Attractiveness



As world-renowned experts in employer branding, Universum Global is present in more than fifty markets globally and conducts extensive research amongst students and young professionals. This year, Universum expanded into five new African markets; Algeria, Morocco, Nigeria, Kenya and Ghana.

With this recent expansion, Universum has completed its first round of research into employer attractiveness drivers amongst Ghanaian students. The research was conducted between February and May 2015 and included the views of almost 2,000 Ghana students. The research has highlighted insights into the unique nature of the Ghanaian employment landscape, especially as compared to the other 5 African markets Universum has conducted research in, including South Africa.

One of the most prominent trends from within the research is that to be entrepreneurial, creative and innovative are top career goals for Kenyan students. These goals are different from Algerian and Moroccan students, who highlight having an international career, as well as work life balance as more important long-term career goals. However, Ghanaian students show similarities to South African students with regards to seeking security and stability in an employer and having this as one of their top career goals.

There is a difference when it comes to being entrepreneurial. More young Ghanaians have aspirations to start up their own businesses or work for startups, possibly leading to less unemployment, similar to Nigerians and Kenyans. Whereas in Algeria and Morocco, the findings indicate that the number of opportunities available and the need for expansion for students causes them to prefer working outside their home countries.

Employer Branding Consultant, Jenali Skuse, says, "The 'Afrilennials' will soon make up the bulk of the African workforce. Understanding what drives them, what they value, and what they want from their careers will be a key determinant in whether businesses manage to grow and thrive on the continent. Being able to tap into key drivers such as their desire for entrepreneurial opportunities is absolutely key."

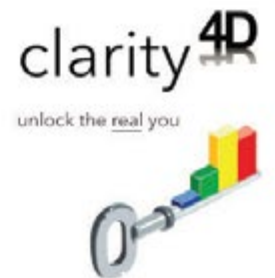
With regards to the gender gap and salary expectations between men and women, Ghanaians are similar to South Africans, Kenyans, Nigerians, and in fact, to the rest of the globe. Across most territories, males expect to earn more than what females expect to earn in their first job after graduating. In Ghana, men expect to earn 41 669GHC, while women expect to earn 37 239 GHC, reflecting a much smaller gap in the expectations as compared to most African markets.

One of the more interesting findings from the research is that Non-Governmental Organizations/ Non Profit Organizations (NGOs and NPOs) is one of the top sectors Ghanaian students prefer to work for after graduating, as well as banks and telecommunications, which come across strongly for Business and Engineering/Technology students.

Key Account Manager, Luvuyo Magopeni, says, "With these insights in mind, employers need to constantly refine and adapt their employer branding efforts to cater to talent needs. As much as talents would prefer to work for international companies, it is clear that as the market evolves, these international companies will be faced with intense competition for the right talent from the small and medium enterprises."

Universum's research into the drivers of employer attractiveness is the key component used to understand what attracts talent to a specific employer. In order to attract top talent, businesses need to understand these drivers and be able to respond accordingly.

For more information  
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# Time To **Walk** The Talk

By Dorothy Owusu

In any society, there are laws that govern the way the people live. Anybody who acts contrary to the law is either locked up away from the society or made to pay a fine or some damage.

The organisation or business world is also a society on its own and therefore has laws that must be adhered to. These laws are called the core values and policies of the organisation, which are the guiding principles that dictate behaviour and action. It is something that has been agreed on as the acceptable way of conduct. That is why it is not surprising when someone is dismissed or penalized for not complying with the dictates of the law.

The Apostle Paul, in one of his letters to the church in Corinth said, "...but I discipline my body and keep it under control, lest after preaching to others, I myself should be disqualified." - 1 Corinthians 9:27. This verse tells me one thing; there is a tendency for people to say one thing and do the other.

Those who mostly fall culprit to these acts are the people in authority. Why? This is because they have the ability to bend the rules in their favour. After all, they have been given the mandate to uphold it. When subordinates realise that their superiors have this "do as I say, not as I do" philosophy about them, it leads to serious repercussions such as civil disobedience or rebellion against authority. Take the French Revolution for instance; one of

the elemental issues was poverty, which was provoked by social inequality, as all peasants were liable to pay taxes, whereas the nobility claimed immunity to feudal dues paid to the local lord.

Leaders set the tone and create the work environment. They do so by their actions and how they choose to positively empower those that look up to them for guidance. It is the responsibility of the leader to not only tell people what to do, but to also encourage them to move towards attaining great things for the organisation. This can be accomplished by being an example yourself.

In a classic study, the anthropologist Lionel Tiger found that the average baboon looks at the alpha male once every 20 to 30 seconds, for guidance. Human beings are not much different. We look up to those with the most power in any given situation for cues about what is acceptable behaviour and what is not. One of the greatest leaders of all time who walked his talk was Mahatma Gandhi. He committed himself to using non-violence as a tool to fight against injustice. People followed in his path and he led them and India to independence – because he proved, by example, that this could be accomplished. Even though Gandhi's circumstances may be different from others, the theory is the same. When you lead by example, you make it easy for others to follow you.

One other unlikely example that is relevant in this case is that of the President of Zimbabwe, Robert Mugabe. When he wanted to cleanse Zimbabwe of all the slums, he first of all went to his own political party head office and started the demolition from there. Though it did not sit down well with a lot of people, everybody was prepared for the event.

When you want your employees to give customers a delightful experience, start by giving your employees a delightful experience. By your act, they will learn from you and channel it to others.

When leaders do not "practice what they preach," it can be almost impossible for a team to work together successfully. There is no way you can preach virtue, practice vice, and expect positive results. If you expect people to play by the rules you have set for them, then you should be the first to practice it. The emphasis here is that when you lead by example, you make it easy for others to follow you.



Editorial Assistant  
Focus Digital

# Investing After Retirement; Making your Savings Last a Lifetime

by Nana Osae & Gifty Oye

Retirement is one of the most important crossroads we face in our working lives. It involves a fundamental change in lifestyle – one that calls for a totally new outlook on how we approach each day. The transition from an active working life to a life free from the need to work for a living can be a dream come true or a dreadful nightmare, depending on how one prepares for it.

Ideally, retirement draws to a close the culmination of all the years that one has worked. During this time, you are supposed to leave the workforce, reap the fruits of your labour and devote your time to the things that you have always wanted to do. However, before you successfully get to this new chapter, you need to plan ahead, strategise and stay committed to your plan.

Though retirement is something that should excite people, a recent survey by the Employee Benefit Research Institute indicates that only 13% of pre-retirees are strongly confident about their retirement savings. The reason why only a handful is positive about facing their golden years is because only few of them actually plan effectively for that phase of their lives. Majority may have underestimated how much they needed to lock away or may have realized that their retirement planning strategy was not substantial enough at a time when it was a little too late.

Saving and investing for retirement is very important for anyone who desires to create a comfortable, secure and enjoyable lifestyle. Once you retire, it is even more important to know how and when to spend what you have worked so hard to accumulate over the years. According to a survey from Allianz Life, 28% of workers between ages 55-65 are concerned they will not be able to cover basic living expenses in retirement. It is therefore very necessary to ask yourself what you can do to keep yourself from depleting your reserves during your lifetime.

The reality is that today's retirees can expect to live up to twenty more years after retirement, thanks to continued advances in healthcare and increased life expectancy rates. Consequently,

the common investment goal for most retirees is to make their savings last at least for the rest of their lives. However, learning precisely how to do that can be daunting. It is always helpful to speak to a licensed investment advisor such as InvestEye, however here are some steps you can take to make your money last for as long as possible after your working life.

## 1. Do not Start a New Lifestyle You Cannot Sustain

Retirement provides an opportunity for people to live out their dreams and do the things they have always wanted to do. For example: travel the world, drive luxurious cars and eat in expensive restaurants. If you have budgeted for this kind of lifestyle, then you too can live the picture perfect life after retirement. However, if you have not made provision for such a lifestyle, you can quickly find yourself in financial distress. This is the time to be realistic and true to one's self.

## 2. Get Professional Advice

Managing your finances can be very complicated even if you have some financial knowledge. Hence, seeking professional advice concerning your retirement is an important step in ensuring that you maximize the opportunities available to make the most out of your investments. Your investment advisor should be one who listens to you and works with you to identify your financial and lifestyle goals after retirement by drawing the best strategies to enable you achieve those goals.

## 3. Conduct Due Diligence Before Making Any Investment Decision

In general, due diligence is an investing imperative. It is especially critical for retirees in order to avoid unnecessary and avoidable risk which often results in catastrophic losses. People make mistakes with their retirement money because of greed or ignorance. When you understand how investing works, you know that the higher the return promised, the higher the risk involved. If it sounds too good to be true, please do yourself a favour and walk away because it is definitely too good to be true.

## 4. Set Aside Emergency Fund

Preparing for retirement is mostly about building up a very large portfolio to carry you comfortably through your golden years. Ideally, retirees must also have an emergency fund set aside as it is not advisable to be using funds from their retirement portfolio as an emergency fund. Large unexpected expenses such as car repair and replacement, uncovered medical expenses and major home repairs will need to be covered from another source other than the retirement portfolio. It is also important to make provision in your budget to regularly replenish the emergency fund.

## 5. Avoid Investments That You Do Not Understand

A good investment can turn into a bad investment when you do not fully understand how it works. Usually when it comes to investing during retirement, it is advisable to utilize extremely safe investment vehicles that preserve capital and potentially add a fixed amount of income to your nest egg. Good examples of safe investments include: government Treasury Bills, bank Certificates of Deposit (CDs) and interest earned on a money market instruments such as the InvestEye Monimac Investment.

Saving enough for retirement takes time, discipline and sacrifice. Once you have managed to save enough to live comfortably during retirement, the challenge is making sure your money will last the rest of your life – however long that might be. Given that you faithfully apply these strategies discussed, you are assured of a blissful life after retirement with minimal chances of running out of money.





# Do We Really Have to Work from 8 To 5?

By Dawud Yakubu

"As a child, I often found myself standing in front of the house many evenings, waiting for my dad's return from work. Sometimes, he got home at about 8:30pm. Most times, he got home after I had gone to bed and in the mornings, he left home at around 6:15 am just so he could get to the office by 8 o'clock. That is how I grew up; barely seeing my dad's face during the day except for some holidays. I used to complain, however, now, I am working and guess what, I have the same routine; getting to work by 8 o'clock and closing at 5 o'clock" - Samuel Fosuhene, a young university graduate.

The question of "How long should we work in a day?" has for long been given little attention basically due to the belief that people who desire to work less hours are lazy.

How did the world come to agree on working hours that made sure we are away from home and our families for the most part of the day?

Historically, before the 8-hour work schedule, labour hours in many places averaged 12-hours for six days. In the 1920s, Henry Ford became a pioneer of the 40-hour work week when he made all Ford Motors' employees work for 8-hours a day for 5 days in a week without a reduction in wages. Given the impressive results Ford Motors attained upon implementing that new policy, other corporations adopted the 40-hour work week, which eventually became the accepted norm. Thanks to Ford Motors, we would have been working 12-hours per day and six days in a week, leaving us with only one weekend.

Interestingly, one of the key reasons Henry Ford stated for reducing the working hours of his staff was to increase the profitability of his company. He explained that when employees (who also form part of the consumers) have enough time for leisure, they are able to also experience product and services in the

market. By this, they get to find use for such products and thus make the effort to acquire them, thereby positively impacting on the level of purchases of goods and services and eventually affecting corporations' revenue generation. So the argument for less working hours is not an entirely employee focused argument but also another way corporations can improve their revenue generation.

Another benefit is increased productivity and output, which companies can derive from flexible working schedule for their employees. Assume a bank decides to run a shift system where the first batch works from 7:00am to 2pm and the second, from 2pm to 9pm. Give each staff about an hour's break, it means the employees would practically work for 6 hours, totaling 12 hours per day. Due to the reduction in working hours, the company can agreeably pay its staff according to the new working hours, which incidentally, will be less. Even though due to the shift system, the company will now have to employ more personnel, the general cost in relation to the total of productive hours will be less because total productivity is going to be higher.

According to research and as stated in Tim Ferris' book, The Four Hour Work Week, the less time available for a task, the higher its importance and the more likely it would be performed within time. What this means is that a person is more likely to complete a task when they are aware they have very limited time available to complete the task as compared to when they are allotted a lot of time. Thus, would it not be true that employees would be more productive when they have reduced hours to complete a considerably adequate task?

We have come to delight in being busy, while we rarely pay attention to the need to be productive. Using the bank example stated

above for instance, having two separate employees perform the same role for six hours each, consecutively, means the business can be actively opened for 12 hours. In addition, if such a system is practiced by more companies, the problem of unemployment would have been reduced significantly as more personnel would be needed, leading to more people being employed. This is not good for only the job seekers but also good for the employers as they get to recruit more skillful personnel at a relatively lower cost.

Psychologically, it is also proven that when employees have a healthy lifestyle, they are more encouraged to give forth their best and thus become more productive while forming a great work environment that attracts the best of talents.

In the corporate world, many managers do admit that many times, one might have to sacrifice his family in order to focus on their career. Today, employers cannot be indifferent about their staff's emotional stability. Employees having enough time to attend to their personal matters alone, can enable them resolve many of their challenges such that they are likely to be happier and more interested in giving off the best in their work.

Though this may not be sufficient basis for a more flexible working schedule, it is worthy to note that the companies that would be pioneering such changes will have more benefits that will impact on their sustainability.



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## Bites on the Run



Crunchy Peanut  
& Toffee Bonbons

### Crunchy Peanut & Toffee Bonbons

#### Ingredients

- 100g smooth peanut butter
- 50g softened butter
- 140g icing sugar
- 2 Dime or other toffees bars, chopped
- 100g milk chocolate, chopped
- 100g salted toasted peanuts, chopped

#### Method

1. Put the peanut butter, butter and sugar in a food processor. Beat it until it comes together. Add the toffee and beat it again. Remove and, using the palms of your hands, roll mixture into small balls. Place on a tray. Chill for 30 minutes.

2. Melt the chocolate in a heatproof bowl in the microwave on high for 1 minute or set over a pan of boiling water (make sure the bowl does not touch the water). Using a fork, dip the balls, one at a time, until half covered in chocolate. Roll in the peanuts. Put on a tray lined with baking parchment and leave to harden (about 2 hrs).

3. Store between layers of baking parchment in a covered container and keep chilled. Will keep for 1 week in an airtight container.

### Eggnog

#### Ingredients

- 50g golden caster sugar
- 4 egg yolks
- 1 tsp vanilla essence
- 397g can of condensed milk
- 100ml brandy

#### Method

Put the sugar in a saucepan with 75ml water. Simmer until the sugar has dissolved, then cool and chill.

- Beat the yolks with the vanilla until smooth. Add the condensed milk, brandy and cooled sugar syrup mixing well. Pour into a jug and chill for at least 2 hrs. Serve within 24 hrs, over ice.

Eggnog





# JOB Listing

Job Listing | HR Focus Magazine

## PROGRAMME DIRECTOR

### QUALIFICATION

Degree – or equivalent - in relevant discipline, 5 years experience

### DUTIES

- Ensure effective compliance and financial management of the programme
- Project management conducted within the framework of the contract between the Organisation and the donor. Ensure funds are used for designated purposes
- Effective programme/contract delivery with impact in line with agreed outcomes of the programme and contract

## SENIOR MONITORING AND EVALUATION MANAGER

### QUALIFICATION

Degree – or equivalent - in relevant discipline, 5 years experience

### DUTIES

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