

# HR FOCUS

HUMAN RESOURCE MAGAZINE

Quarterly Magazine

Q3 2018

*Mrs. Irene Asare*  
*HR & Business Support Director*

*Tullow Ghana Limited's*  
**HR MENTORING**  
**PROGRAMME**  
*in collaboration with IHRMP-GH*



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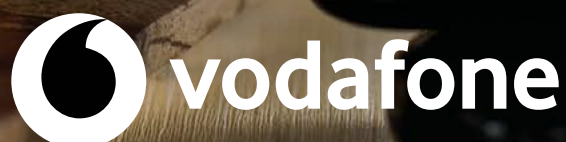
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**2018**

## **Spotlight**

Vodafone Cash

## **HR Spotlight**

Mrs. Dorca Wainaina  
Executive Director, IHRMP - Kenya

## **Theme Story**

Consumerisation of HR:  
Enhancing Employee Experience

## **Event Spotlight**

HR Change Makers &  
Top 40 HR Practitioners

## **Article**

The Macro Factors Shaping Africa's  
Unique Talent Trends

## **Cover Story**

HR Mentoring Programme:  
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# 2018

## About the Event

In 2012, HR Focus magazine, in the quest to champion the course of HR, set out to organise an event that will bring HR professionals and all interested in the world together. The aim was to deliberate on issues affecting the world of work and to proffer solutions that will transform these issues into real opportunities for HR development.

This was developed into the HR Focus Conference, comprising the HR Forum, Career Development Session; dedicated to equipping job seekers, students, employees and professionals with tools to enable them make informed decisions about their career path, and corporate exhibitions to give organisations the opportunity to showcase their HR processes, products and services.

The Career Development Session was also developed to include the Inter-school's Business Challenge, which has various tertiary institutions competing to solve various business cases.

This year's event, the 7th HR Forum is under the theme: 'Consumerisation of HR; Enhancing the Employee Experience.'

The world of work is focused on meeting the bottom line and satisfying the client, being fuelled by the adage 'the customer is always right.' However, it is time for HR Professionals to focus on the engine of every institution; the Employee.

This therefore remains our major objectives:

### Objectives

- To bring HR best practice culture to the awareness of corporate Ghana and the Ghanaian public.
- To enhance the recognition and importance of HR by organisations (public and private) in Ghana, while providing a platform for HR practitioners to network and celebrate their achievements.
- To identify, recognise and honour organisations that have built up a tradition of best practices in Human Resource management.

### With our thematic objective being:

- Share ideas on how to enhance employee experience
- Discuss the pertinence and benefits of visualizing the client-employee
- Kick-start the era of satisfied client-employees.



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# Vodafone Cash, Driving Financial Inclusion and Leaving No One Behind!

## Background:

Mobile Money has taken sub-Saharan Africa by storm. Currently, all the key mobile operators in Ghana have deployed the system for their customers. In Ghana, financial inclusion will continually be a defining feature across the industry. About 70% of the population is excluded from mainstream banking; This provides a huge advantage for the telecommunication companies to use mobile financial services to include the 70% that are excluded. Mobile Money is enabling a cash-lite society; bringing services closer to Ghanaians; some of whom are our parents, siblings, relatives and even business partners. Mobile Money guarantees that people from all walks of life are able to transact businesses wherever they are just by the click of a button. It tackles the problem for the bottom of the pyramid; giving access to many a farmer, student, and the informal trader at a basic level. Mobile Money ensures that banks are able to flourish as a result of the expansion of the financially included. In Kenya, for example, the number of prudential account holders doubled in 2006 and 2013; the same period M-PESA experienced exponential growth.



## Driving Financial Inclusion

Vodafone is committed to driving financial inclusion through its mobile money services. Today, about 32million customers in 8 countries rely on our service, making Vodafone the leading mobile money provider; alleviating financial uncertainty and contributing to achieving the UN Sustainable Development Goals (SDG). Our aim is to be a platform to provide secure, fast and competitive access to financial services. To this end, the development of the financial ecosystem is pivotal. Building mobile money ecosystems that work step-by-step is key.

### For financial inclusion to thrive anywhere; 3 distinct factors must be present

- Effective framework for inclusion
- Lowering the cost and risk of retail
- Introduction of cashless policies from regulators

## What Vodafone Cash is doing to enhance creativity for financial inclusion

- Liberalisation of platform to embrace all and sundry - Ahotor bundle is an example.
- Robust system based on framework of M-Pesa to be resistant against any likelihood of fraud.
- Willingness to adapt and amend to suit the context and situation of customers and stakeholders.
- Greater and efficient stakeholder engagement with regulator and partner banks to ensure a dynamic service.
- Advocacy for key policies and structures that will make the service more robust - interoperability is an example.

## Interoperability

Research is emphatic that, in fragmented mobile markets, customers are more inclined to adopt and use mobile money services if mobile network operators (MNOs) interconnected their competing platforms that, today, are so-called "walled gardens." Ghana's Government deemed it necessary to mandate mobile money interoperability to principally satisfy customer interest and the country's, for that matter. Mobile money's popularity came about due to the nature of customers; customers are a patchwork of connections and once a system is able to satisfy, these connections then find their way in seeking to pass value – hence, the success of mobile money.

Vodafone supports interoperability and sees the potential value it can have for the mobile money industry.

## Conclusion:

The evidence of adoption and active participation in the mobile payments systems landscape is proof of its power to transform the entire country. We want to be integral in the promotion of a cash-lite society in Ghana, and bridge the gap between the included and excluded in our society. This is part of the overall strategic focus of digitally leaving no one behind in Ghana. We are confident that going forward, we will become very significant in this space in the country.





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## How to Link your Vodafone Mobile Number with your Fixed Broadband Account & Move data

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Generate code to link mobile number

### STEP 2



Link mobile number to broadband

### STEP 3



Move data from broadband to mobile

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3. Downloading and using MyVodafone App from Play Store

Visit [www.fbb.vodafone.com.gh](https://www.fbb.vodafone.com.gh) or any of the Vodafone shops for further details

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UniPrecision Printing & Packaging Co.

**Advertising**

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# Enhancing Employee Experience

There have been lots of conversations going on about the need to improve employee experience in and out of the workplace. The benchmarking has been numerous with a lot more talks on how this will affect the organisation's bottom line and ultimately, productivity.

This is indeed a clear case of the chicken and the egg; which one do you put first? However, with the pressure mounting and the constant drive by organisations to stay competitive, both in the type of products they put out and in the talent they attract, the die is cast for a more strategic approach to employee management.

Understanding and optimizing the employee experience has emerged as a key priority for HR and business leaders. But what do we actually mean when we talk about employee experience?

In this edition of the HR Focus Magazine, we pick the views of four HR practitioners on the broader theme, Consumerisation of HR – Enhancing Employee Experience. Not only is this the theme for the Q3 edition but it is also the chosen theme for the HR Focus Conference 2018 to bring home the importance of incorporating a customer-centered approach in Human Resource Management.

As you reflect on this very important subject, do well to read the articles and features we have put together for your reading pleasure. Do you know that the Executive Director of Kenya Institute of Human Resource Management is a woman; the first woman to hold that position? Read on to know more about her. Most importantly, get to know what went down at the HR Change Makers Summit and during "An Evening with Top 40 HR Doing 'Big Things' in 2018" event. And even more is the HR Mélange made up of the Health, Finance, HR Technology articles, among others.

Make time to visit our [website: www.hrfocusmagazine.com](http://www.hrfocusmagazine.com) to read our past editions, and our blog at [hrfocus.blogspot.com](http://hrfocus.blogspot.com). Share your views and let's get interactive on our Facebook ([hrfocusmagazine](https://www.facebook.com/hrfocusmagazine)), Twitter (@hrfocusmag) and LinkedIn (HR Focus Magazine) pages. Enjoy!

## Why your employees' financial wellness matters

Four out of five employers report that their employees' personal financial issues are impacting their job performance very much or to an extreme degree, according to an IFEBP survey.

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# Top 5 Active Investors in Africa

Africa is full of opportunities. While raising capital is easy for some, many other entrepreneurs are just not aware of the different options or possibilities available to fund their business. The last decade has seen more capital flowing into Africa than ever before.

While some investment comes from the continent itself, most of it is coming from the US, Europe, the Middle East and China. Africa HR Solutions looks at the Top 10 Active Investors in Africa.

## 1. Bill & Melinda Gates Foundation

Founded by billionaire Bill Gates and his wife, Melinda, The Bill & Melinda Gates Foundation was launched in 2000. As of December 2014, the Foundation had already donated money and property to non-profit organizations amounting to \$44.3 billion.

- In 2016, Bill & Melinda Gates Foundation awarded a grant of \$4.48 million to Sidai Africa, a social enterprise operating in the livestock sector in Kenya.
- In June 2017, a \$2.4 million grant was awarded to Sanergy, an organization that aims to provide hygiene and sanitation solutions to people living in urban slums.

## 2. The Chan Zuckerberg Initiative

The Chan Zuckerberg Initiative (CZI) was announced in 2015 by Facebook founder Mark Zuckerberg and his wife Priscilla Chan. The mission of this organization is to 'advance human potential and promote equality'. The

CZI pledged endowment of 99% of their Facebook shares, worth \$45 billion.

- In 2015, Bridge International Academies, a private education franchise, received \$10 million to improve and expand their affordable private elementary schools in East Africa.
- In June 2016, the CZI invested \$24 million in Andela. This start-up trains African engineers and programmers with the aim of outsourcing them to top tech companies in Europe and USA.

## 3. Investment AB Kinnevik

Investment AB Kinnevik was founded in 1936. The Sweden-based organization is one of Europe's largest listed investment company, with total assets estimated at \$7 billion. Being a major investor on the Africa continent, about 8% of the company's portfolio is made up of African businesses.

- In January 2014, Konga, one of Nigeria's leading e-commerce businesses, received \$25 million from AB Kinnevik
- In more recent years, the Swedish company has made some notable investments in Africa; Jumia, Iroko Partners, Millicom, Tele2, MTG, Rocket Internet and several others.

## 4. Helios Investment Partners

Helios Investment Partners is a private equity and venture capital firm founded in 2004. The organization focuses on businesses in telecommunications, media, financial services, travel and leisure, FMCG and logistics.

- In 2010, Helios Investment Partners invested \$92 million in Interswitch, a Nigerian services provider.

- A solar energy company in Tanzania, OffGrid Electric, received a \$10 million investment in 2016.

- Other major investments in Africa include Bayport, Equity Bank, MallforAfrica and several others.

## 5. Seedstars World

Seedstars is one of the most highly regarded start-up funders. The Swiss-based venture builder organization is active in 35+ countries around the world, with investments in young start-up businesses in emerging countries.

- In 2014, Seedstars invested \$330,000 in SimplePay, a third-party payment processing company from Nigeria.
- In 2016, South African start-up Giraffe won the grand prize of \$500,000 in equity investment funding, after winning the annual continental competition by Seedstars.

Lack of capital is one of the biggest hurdles entrepreneurs face- this results in thousands of million-dollar ideas being dropped everyday across the world. However, many private investors and investment firms invest millions in African business every year and the facilities to get your business funded do exist.

Credit: [africa-hr.com](http://africa-hr.com)

# Africa's Largest Free Trade Zone

Djibouti has opened the first phase of the Djibouti International Free Trade Zone (DIFTZ). This pilot zone of 240-hectares is only a fraction of the 4,800 hectares project, estimated at \$3.5 billion. The first phase was launched with the help of China, which comforts its position as a global trade leader.

The international trade zone holds promise for Djibouti and will create employment for the country's youth. More importantly, the country seeks to position itself as a trade and logistics hub for businesses to access the rapidly growing African market.

The DIFTZ zone is part of an integral part of the 'Belt and Road' initiative – a multi-trillion Chinese project aiming to invest in numerous infrastructure projects in Asia, Africa and Europe. In Djibouti, the free trade zone will also be managed by three other Chinese companies.

# Internet in Rural Kenya



Project Loon is one of the hottest innovations this month. Powered by Google's parent company, Alphabet, the project aims to increase connectivity in rural areas in Kenya through the use of balloon powered internet. Google is reportedly in talks with telecom operators in Kenya to take the next step.

With a population of over 46 million people, mobile data subscriptions are consistently on the rise in Kenya. The country is also known to have one of the world's fastest mobile internet speed. If implemented, the project will enable thousands of people located in rural and remote areas of Kenya to have access to internet.

Africa is the region with the lowest level of internet users in the world at about 22% only. A previous similar project launched by Facebook, named Aquila, was abandoned last month due to increase in competition. However, last year, Facebook successfully partnered with local carriers to provide the low-cost Express Wifi program to Kenya, Uganda and Nigeria."

Credit: Africa-hr.com

# Africa's Oil – with the Lens on Nigeria and Angola

Despite being a crude oil exporter, Nigeria imports a major bulk of its petroleum. This is mainly due to the lack of domestic refining capacity. To counter this, Aliko Dangote, Africa's richest man, is raising capital to build the world's largest oil refinery. The latter is reportedly investing more than 60 % from his own cash flow to make the project a success.

The project cost is estimated at around \$14 billion. Dangote signed a loan of \$650 million with the African Export-Import Bank (Afreximbank) for the project. Lenders would commit about \$3.15 billion, with the World Bank's private sector arm providing \$150

million. Trade banks from China, India and some European countries are also in the mix, according to Dangote.

The African billionaire also mentioned he was looking to acquire more oilfields to feed the refinery, and ultimately break Nigeria free of its petroleum imports. Even more ambitious; the refinery is to be ready by the end of 2019 and start production in early 2020!

Meanwhile in Angola, Italian energy company, Eni, has discovered new oil reserves offshore Angola. Early estimates suggest the newly found reserves contain between 230 to 300 million barrels of light oil.

Located at approximately 150 kilometres off the coast, the Kalimba-1 NFW well led to the discovery of high-quality oil reserves. The discovery opens new opportunities for oil exploration, which was previously thought to be mainly gas prone, thus creating new chances for additional reserves.

Angola is a key country in the strategy for organic growth of Eni, which has been present in the Country since 1980 and currently accounts for an equity production of about 155,000 barrels of oil equivalent per day.

Credit: Africa-hr.com

# Mining: A Greater Share for Africa

Africa is home to 99% of the world's remaining chrome, 85% of its platinum, 70% of its tantalite and 54% of its gold. Mineral-blessed African countries benefit from a healthy GDP boost thanks to mining. The Democratic Republic of Congo has recently revised the mining code from 2002 to bank on this ever-profitable industry.

After taking a dip in 2015, the mining sector has seen a boom in recent years. Changing

consumer trends have caused the price of some commodities to skyrocket; for example, with more automobile manufacturers turning to electric cars, the price of cobalt has drastically increased. Cobalt is used in the production of batteries, and it is quickly becoming one of the most sought-after metals.

Many countries are currently re-evaluating their position towards the mining industry. Rising commodity prices and greater market

demand for base metals have increased the profit of the mining sector. Many African governments are now looking for a higher percentage of returns, while keeping investors satisfied.

Credit: Africa-hr.com



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# Consumerisation of HR



It has become imperative for HR practitioners to relook at their HR service delivery in a way that enhances employee experience and the employee's life cycle in an organisation. We get the views of four HR professionals on this.

## Joyce Dodd - Talent Management & Digital Expert

It is music to my ears to discuss the consumerisation of HR, yet still wonder why the two; consumerisation and HR, were not always considered as one and the same. Put simply, organisations are brands, employees are their (internal) consumers and creating meaningful experiences has forever been the overarching approach to engaging with people.

Meaningful experiences require meaningful change, and so the office sweets jar or cake on your birthday just would not cut it in 2018. Leaders need to be prepared to re-invent their organisational structure, break down HR silos and integrate them into other departments within the business. IT (data), internal communications and marketing team collaboration will build the foundations towards transformational working. Like Marketers, HR will need to tap into the importance of involving the employee (consumer) in shaping what this looks and feels like. Since the rise of digital/social media, it is no surprise that 47% of

Marketers rely on user-generated content (Digital Doughnut, 2018). Therefore, employers should borrow this insight and empower employees to cultivate change.

In a CIPD article (Towards Maturity, 2017) analysing Peter Senge's 'learning organisation' theory, reference was made to a 'new world of work and workers': Where digital brings along complexity, resulting in matrixed organisations. In addition, internal millennial consumers are increasingly demanding, as arguably more is expected of them. Therefore, receiving a 9-5 pay cheque at the end of the month is superseded by the need to find a sense of belonging, flexibility, empowerment and pure happiness at work. In this regard, HR is dead, but the consumerisation of HR is well and truly alive.



## George Panford - Head of People, Hollard Insurance Ghana Ltd.

The general climate of employees experience in Ghana is not ideal, as only a handful of organisations consciously design work atmosphere that gives employees convenience and choice. Until organisations fundamentally redefine and improve on their HR service delivery methodologies, it will be difficult to fulfil the wishes of employees.

To enhance employee experience, organisations must ensure that all the elements of work including the physical, cultural, policies, purpose, values and virtual are carefully orchestrated to inspire employees.

This will require organisations using innovative HR software and applications to enhance HR management and employee conditions including talent acquisition, on-boarding, talent management, wellness initiatives and other HR practices within the organisation.

Treat employees as individuals with tailor-made programs and interventions because categorising employees based on gender, age,

grade and aligning interventions on those categories has not produced the best outcomes.

Institute flexible working hours at work to improve employees' experience. Can employees work from home? Can they adjust their working hours? Adopting a flexible, mobile and remote work model has a competitive advantage over one that requires employees to be in the office from 9am to 5pm.

Work with Recruitment Agencies for hires on-demand to lower costs and promote workers opting for temporary, diversified or freelance work to enhance their work life balance.

The shift from traditional HR practices to a consumerised one is not an easy task however, organisations that embrace the change create a great place to work.





### Catherine Abadji - Human Resource Manager, L'Oreal West Africa

This is similar to how an organisation will want to enhance the experience of a product or service for its customers/consumers/end users. In like manner, employers create an experience for employees beyond what is traditionally expected.

This is the future of Human Resource Management and the future is now. Like products and services, employer branding is on the rise and current and potential employees want to be associated with good brands.

Away from the traditional needs of employees like compensation and benefits, management styles, training and development, etc., a few of what employers can do to enhance the employee experience are:

- 1. Flexibility:** an environment that allows employees to work away from their traditional workspaces. This also enhances a good work-life balance.
- 2. Feedback:** Feedback that is clear, concise and non-judgmental. A 360-degree approach is a great start to building such a culture.
- 3. Job Rotations or Short Term Assignments:** Where possible, such

exposure gives employees deeper business insights, as well as a global and balanced view of the business.

**4. Corporate Social Responsibility:** When there is a shift from corporate donations to getting employees involved in an actual project that benefits identified groups within or far from their community, they feel a sense of accomplishment.

**5. Ethics or Code of Conduct:** Employers that have a code of conduct or make workplace ethics a relevant part of their business life are attractive because employees want to associate with a clean brand. As is obvious from the few examples cited, these experiences, among many others, enhance the work experience for employees who now have the opportunity to write about their previous and current work experiences on platforms like [www.glassdoor.com](http://www.glassdoor.com) and [www.comparably.com](http://www.comparably.com) which are now popular for prospective employees to review before accepting job offers, no matter how convincing a recruiter appears.



### Stella Agyenim-Boateng - Group HR Director/Consultant, GLICO Group

The way we work is constantly changing. New technology, competitive business models and strong socioeconomic forces are transforming the world in which we work.

As HR Practitioners, how are we expected to ensure that our people are always engaged? Consumerisation is the new approach, where HR views employees as customers and serve their needs, resulting in stronger employee bond, commitment and loyalty to the business. HR must adopt this approach against the backdrop that it is employees who serve on the front lines of customer service and represent the company as brand ambassadors. It is also the employees who help meet business objectives and are ultimately responsible for the organisation's success—they know that customer experience is at the heart of the business and expects that in a similar vein, their fair share of such experience would not elude them.

To get employees exceptionally engaged and meet their increasingly sophisticated needs, there is the need for HR practitioners to factor consumerisation in all facets of HR activities including Recruitment, seamless onboarding experience, Performance Management, Learning and Development, Communication, Reward and recognition, among others. HR must promote an exciting career journey for each employee.

There is also the need for a new kind of HR strategy that is aimed at attracting and retaining the next generation of talents. Only then will

HR become integrated across our organisations, forging new partnerships and building new capabilities along the way. This way, employees will be capable of reaching new levels of engagement, satisfaction, and performance with a wonderful experience.

HR must work as a 'commercial' entity selling its services to prospective and current employees. To ensure that HR services are attractive and acceptable to all categories of employees, we need a paradigm shift, where we should not behave as if we are doing employees a favour. We must repackage our HR 'products and services' and serve our customers - employees with a smile and an emotional connection. Just as a commercial entity would seek customer opinion through surveys before products are designed and redesigned, in the same manner, we should seek employee feedback before we review our policies and processes to serve them better. Employee surveys must support us to make informed decisions.

Our HR decision making must not be controlled by our whims and caprices but must be evidenced- based, using HR analytical tools to determine what will make us win the hearts and minds of our consumers - the employees.





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## **MEDIA ORGANISATION & RADIO PROGRAMME OF THE YEAR 2017**

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# The Macro Factors Shaping Africa's Unique Talent Trends

by Zwile Nkosi



## The macro factors shaping Africa's unique talent trends

The world is in an age of "the business of disruption." A good example of this can be seen in the Starbucks business model, which is beginning to pivot. Recently, payments made via mobile increased to 30 percent of transactions in U.S. stores – evidence of how transformative disruption is re-shaping business models and human resource structures.

Mercer's 2018 Global Talent Trends Study – Unlocking Growth in the Human Age echoed this, where those who consider themselves as a digital organisation are twice as likely to report high scores on change agility as a differentiating organisational competency.

## Is Africa ready to pivot?

While the world is embracing a shared and on-demand economy, many countries in Africa are still grappling with an old-world order. Ultimately, many African countries prefer familiarity over change. As such, several legacy issues are acting as barriers to African labour trends, including culture, historical influence, legislative influence, political influence, and economic influence.

Interestingly, culture and legislation drive a big portion of influence where factors such as employee reward compensation is largely determined by individual nationalities and countries. Within Africa, there are two distinct payment structures - Francophone (which involves multiple cash allowances) and Anglophone (which is a consolidated approach including a salary, bonus and benefits).

If you compare Kenya to Nigeria, the payment structure differs vastly. In Nigeria for example, there was a change in legislation around the way in which compensation may be structured based on tax benefits. An expectation was that compensation would become more consolidated; however, based on market practice and employee expectation, the various allowances were demanded in the market. Kenya, in contrast, offers few cash allowances and can be described as Anglophone in nature.

## Africa's unique labour market

How does this affect the labour market? Ultimately, it is vital for employers to take cultural nuances into account in order to hire with purpose. According to our 2018 Talent Trends study, embedding a higher sense of purpose into the Employee Value Proposition (EVP) unlocks individual potential and spurs people to be change agents. To find purpose, employees crave movement, learning, and experimentation. If not received, they will look for it elsewhere. For example, 39% of South African employees satisfied in their current job still plan to leave due to a perceived lack of career opportunity.

## Embracing the change

When placing a lens of focus on the continent, it is clear that there are some countries that are embracing the disruption wave better than others. For example, Ethiopia has seen massive growth over the last twenty-five years since they opened their borders, allowing for increased investment opportunities. As the second most populous country in Africa, foreign direct investors have recognised the great potential that lies within the consumer market, along with the lower labour costs within the country. Rwanda is another example, with significant investments in technology and a transition towards smarter cities.

The commonality between these countries, according to the report, is the speed at which businesses are adopting change. 96% of these companies are planning an organisation redesign in the next two years and 46% of HR executives are confident in reskilling current employees for new roles.

## The next wave of change

Clearly, embracing change is a vital component in the business ecosystem. Another finding within the report revealed that **53% of executives believe at least one in five roles in their organisation will cease to exist in the next five years.** However, only 40% are increasing access to online learning courses, and only 26% are actively rotating workers within their business.

As a solution, African countries could look at the potential that lies within other revenue driving industries. For example, previously war-torn Liberia could open up more to tourism opportunities. Dubai achieved this by moving away as primarily an oil market towards a tourism market.

A heightened focus will need to be paid towards innovation and skills development. The concept of "managing a pipeline of talent" is wearing thin; a platform approach offers an aspirational alternative by creating skill demand that aligns with where the business wants to be in the future.

**Africa may be facing a number of legacy challenges, but having an understanding of the need for change, increased focus on purpose and a renewed interest in digital transformation could mean the difference between a company that thrives and one that dies..**





# Human Resource Mentoring Programme: A Tullow & IHRMP-GH Partnership

## Context and Background

Credible HR professionals demonstrate the ability to add value to the business as a critical and essential benchmark for success.

To highlight and grow the appreciation of Human Resource Management in Ghana, and to honour exceptional and the finest HR Practice, the Institute of Human Resource Management Practitioners (IHRMP), Ghana, held the first Ghana HR Star Awards, under the Theme: "Human Capital and National Development" on Saturday, March 25, 2017. During this maiden event, "The Ghana HR Star Awards," Tullow Ghana Limited's Director for HR and Business Support, Mrs. Irene Asare, was adjudged the 'Best HR Practitioner of the Year.' The Award recognised Irene's contribution to the advancement of best human resources management practices in Tullow Ghana Limited and in Ghana.

Irene firmly believes she owes this success to the teams she has worked with over the years, the mentors who have supported her leadership career journey, as well as her passion to be the best wherever she finds herself. Irene, throughout her multi-faceted career across varied industries, has grown under seasoned HR professionals, has had mentors

who encouraged her- providing direction and support on pertinent issues relevant to likeminded professionals. This is the basis of her career success among many other milestones she has reached.

Over the years, Irene has been approached by HR professionals to support them as a mentor and the multiplier effect is sharing and extending the impact of the mentoring she received to other HR professionals in Ghana. To grow and impact other HR professionals in Ghana who add value and are deemed credible by the businesses they work for, and in collaboration with the IHRMP, Irene embarked on a project to build the capacity of early career HR professionals through formal mentoring and capacity building sessions over a 12-month period. This constituted Tullow Ghana Limited's pioneering support for HR professionals in Ghana through education and skills development.

The Institute of Human Resource Management Practitioners (IHRMP), Ghana, with the goal "to advance the practice of human resource management in Ghana" brings together HR practitioners who work in both the public and private sectors of the Ghanaian economy.





Tullow considers IHRMP, a 40-year-old body established in 1978 and registered as a professional body in 1981, a worthy partner in achieving this goal.

## Selection Process

In finding the right Mentees for the programme, a rigorous selection process was put together with the IHRMP. This involved a robust selection criteria and interview panel made up of Senior Leaders in Tullow and a representative from the IHRMP. The candidates came from Tullow, Tullow's Partners, the oil and gas industry, and members of the IHRMP. A total of 38 submissions were received and all eligible candidates had to meet 4 main criteria:

1. Must be a practising HR professional in an organisation from any industry
2. Must be an early career HR professional with a minimum of a year's experience
3. Can be practising in any industry
4. Affiliation to a known HR professional body is a plus

The selection process for candidates was germane to the purpose of the programme. All prospective mentees were asked to put together a 500-word essay on the following: "Why they would like to be part of the HR Mentoring programme," "What they hope to get out of the programme" and "How they would use their newly acquired skills to support their organisation and career (impact of their new learning)." All 38 candidates were invited for interviews and 25 mentees were selected for the HR Mentoring programme. Led by Tullow & IHRMP, the Human Resource Mentoring Programme was launched on 19th February 2018 at the Labadi Beach Hotel and will run for a year until January 2019. Fellow HR Star Award winners,

## Programme Overview

Senior Business Leaders, Senior HR Professionals, the Mentors, and the Mentees were all present to support this laudable initiative. The programme has 12 face-to-face monthly formal capacity building sessions on varied topics across the HR spectrum for the mentees. These sessions are led by fellow HR Star Award winners, Senior HR Professionals, Senior Business Leaders, as well as Irene Asare. All selected mentees also have one-on-one quarterly mentoring sessions with assigned Mentors, who are Senior HR Professionals and Executives.

The HR Mentoring programme forms part of Tullow's shared prosperity agenda. Tullow has a corporate goal of creating shared prosperity through its socio-economic investment programme, which focuses on capacity building through education and skills development in Ghana. The mentoring programme offers an avenue to pursue this goal of improving and leaving a legacy in the host countries within which it operates, and we could not be any less excited.

The support of the Institute of Human Resources Management Practitioners, Ghana; the mentors and senior HR and business leaders who facilitated the sessions from conception to date have contributed to the success of programme so far.

Irene Asare, when asked to give an update on the programme: the mentees, who are the true beneficiaries of this programme, have been given a rare opportunity to build their careers and network to achieve their career and life goals. Through this 12-month programme, life-long relationships will be built, and for our mentors, a sense of fulfilment will be gained as in nurturing credible HR professionals of the future.

At the end of it all, you may agree with Richie Norton (Author of "The Power of Starting Something Stupid") when he said, "Mentors change lives, but students change mentors' lives more."







# CHRP Dorcas Wainaina

Executive Director of the Institute of Human Resource Management (IHRM) – Kenya

**C**HRP Dorcas Wainaina is the first female Executive Director of the Institute of Human Resource Management (IHRM) – Kenya, since its inception thirty (30) years ago. She is an ardent believer in hard work and excellence and as such, upholds these values in every aspect of her life.

She is a decorated academician holding several honours: MBA in Human Resource Management from Kenyatta University, and Bachelor of Education Degree (Linguistics and Literature) from the University of Nairobi. She has to her credit a Higher Diploma in Human Resource Management from the College of Human Resource Management (CHRM). She is also a Fellow of the American Academy of Project Management (AAPM) and serves on the Board of Honorary Advisors for Global Academy of Finance Management (GAFM). CHRP Wainaina is a Certified Chartered HR Analyst (CHRA), an excellent trainer and a Certified HR Management Professional (HRMP) with over 15 years' experience in Continental Africa, Asia, and Latin America. CHRP Dorcas Wainaina is also a certified Human Resource Professional of Kenya. At her leisure, she is an amateur golfer and enjoys working out every morning to refresh her mind and stay healthy.

In an exclusive interview with CHRP Wainaina; she revealed some insights into her life and career...

**HRF:** At what point did you go into the HR industry? Why did you pick this career path?

**DW:** I left the University of Nairobi in 1999 having studied Bachelor of Education in Linguistics and Literature and my Major was Linguistics. I enrolled for a postgraduate Diploma and my journey started there. I have since acquired other credentials such as MBA-HR and PhD-HR. I have worked and lived in Khartoum-Sudan, where I oversaw HR

operations during the Darfur crisis, worked and lived in Kampala, worked and based out of Chapel Hill - USA, and Nairobi, overseeing HR operations in Africa, Asia and Latin America. This has given me a lot of insight and experience on the impact of culture on people management.

**HRF:** What have you learnt in your time of growth and leadership since you began working in the HR Industry in Kenya?

**DW:** I cannot allow anyone to create a narrative that is not me, I tell my own story and I will always fight to keep my story known. Leadership can be granted politically or through expertise; mine has been all expertise and may I insist that when the political position fades, what keeps anyone is their expertise power, credibility, and confidence: having knowledge of whatever issue is at hand, and keeping up-to-date with the goings-on in industry. Doors will not always



be open to you – I, therefore, push them open personally or through my networks. My books, my network, my family, and knowing that I am not alone, that “I am with me,” that is I am self-contained, I am my own great company and my own network is all that keeps me going.

**HRF:** Tell us about IHRM and your singular mandate as an Institute.

**DW:** IHRM is a statutory body mandated through the Human Resource Management Professionals (HRMP) Act to regulate the HR profession in Kenya, set standards, regulate the conduct of HR professionals and continuously develop capabilities for best HR practice in organisations. My job is to provide leadership because regulation comes with compliance and compliance is a big change in the HR space in Kenya. It is a lot of lobbying, advocacy to explain our mandate and pushing even the non-committal individuals who are practising HR without a license.

**HRF:** How did it feel, winning against 22 other contenders for the position?

**DW:** Looking back, when I learnt of this, I thanked God for the blessing. This to me is not a job, it is a PASSION! I have held bigger jobs, travelled the world, but this one was to drive the agenda of raising the professional esteem of HR in my country and Africa at large.

**HRF:** As a woman who has risen to this height in her career and in the world of work in Kenya, what were the battles you had to face to get here? How did you go about them?

**DW:** The battle of being labelled ‘a strong personality’ has gone on for a while, and I keep helping people to understand the difference between being assertive, aggressive and ambitious, and having a strong drive to achieve and deliver. The good news is that wherever I have worked, I have left a legacy of honesty, supporting staff in a fair and equitable manner, pushing the envelope, etc. For me, there is nothing like, “This is how we do things here;” in response to a statement like that I ask, ‘Who said your way is right?’

**HRF:** What have been the struggles and breakthroughs you have experienced?

**DW:** One main thing I have faced, being a woman in the boardroom, is chauvinism. I am very clear that I would not serve anyone

tea in the boardroom: it is a self-service but once I am seen as an equal stakeholder, I am willing, and have served it graciously because then my gender is not the focus. Generally, my potentials have been grossly underestimated especially in matters of financials, governance, and working with stakeholders. In proving myself, I have worked to quickly identify our stakeholders and serve them effectively.

**HRF:** How has the face of HR changed in Kenya since you started and what is the HR climate now?

**DW:** When I started 17 years ago, HR was “just HR” a cost centre; a consumer of the revenue but the generator of none. HR was to be seen often and not heard, and a receptionist easily rose to head HR. Today, we have made a lot of progress to the extent of having an act of parliament that regulates the profession, we are involved in the strategy formulation and we have a seat at the table. Now, HR practitioners in Kenya are asking workers to prove their worth in the business. We are on a journey of numbers/metrics and analytics and our journey is getting stronger. His Excellency, the President, nominated three HR professionals, one to Chair and two as members of Salaries and Remuneration Commission, and another to Chair the Independent Police Oversight Authority. For HR professionals to have the eye of the President and qualify for such positions is a testimony of how our journey has progressed incrementally but steadily.

**HRF:** In what ways do you think the HR Climate can be improved in Africa and what opportunities do you envisage?

**DW:** HR professionals must first prove their value to the business. Once this happens, business leaders can trust their capabilities hence, their proposals to business. There is also an issue of politics in the Continent where corruption has taken centre stage and these impacts businesses and has led to a populace that is highly litigious, causing industrial strikes that are not necessary. I see it more often as a hit back by employees and the general public on governments who have lost billions of public money to corruption and unnecessary spending. There are opportunities in the tech space for the youth however, it requires public/private partnerships to create the opportunities up to and including exporting African talent to countries that require the skills.

**HRF:** What reference can you give to the role of culture in the human resource practice in a global diaspora?

**DW:** Human Resource management is about culture. It is about people, each with their own set of beliefs, values, taboos, customs that they bring to the workspace, and HR professionals have to recognise that. In the West, you receive an invite to a funeral; in Africa, we just appear there in solidarity. I do not mourn my parents in a day but in a minimum of 14 days. All these practices are brought into the workspace and it is, therefore, a formulation of policies and guidelines that encompass culture to an extent that it is not detrimental to the business. **HRF:** What would you say has been your most rewarding part of leading IHRM?

**DW:** I see an enthusiastic membership of HR professionals, who stand out and are proud of IHRM and the progress we are making on their behalf. The professional esteem I see in them every day as I interact in various forums with our members is an indicator of progress. The growing number of members, who have come out to comply is evidence that I am doing something positive for the profession.

**HRF:** Where do you see yourself and IHRM in the next five years?

**DW:** IHRM should be represented in the global space in five years; the world body of standards, at ILO, among others.

**HRF:** Do you have any message for young employees in Africa?

**DW:** Take risks, explore new and take on challenging opportunities. Do not be lazy; always have something to do. Take care of your parents, if you have them; listen to them even when you think they know nothing.

Also, **women should rise up and take on leadership positions. Belief in themselves and their abilities is critical.** Families should support women in their quest to lead - Kudos to the men out there who have been pillars of support to their women in leadership positions. Women, when you are in the senior positions, support other women too, be mentors to the younger ones, be role models, we are the custodians of culture.

“For me, there is nothing like, “This is how we do things here;” in response to a statement like that I ask, ‘Who said your way is right?’”



# Switching Careers or Accepting a Job Offer?

by Daniel Dunoo

**A**re you considering a career switch or accepting a job offer? The world of work is dotted with numerous instances of career switches at virtually all levels of work. A multiplicity of factors account for this. While some career moves have had an unhappy ending, others have in the long-run proven to be the best possible move. Here are some critical factors that will help you navigate through crucial career choices you may have to make.



## Jobs hazardous to your health

Many existing and potential employees throw caution to the wind in their job search. You should never place your job or career above your health. If your current job is proving hazardous to your health, you ought to devise an exit plan. At some point, I had to quit my job as a Data Entry Specialist with a prestigious telecommunication company principally because I discovered some of my roles were taking a toll on my health. The nature of the job required that I make calls frequently, soon I began to experience incessant headaches, ear aches and difficulty in hearing. The fact that I had bills to pay did not stop me from calling it quits since my health was of paramount importance to me. Some employees have been injured and sometimes permanently scarred in their line of duty. Others have been under intense stress, depression, and have developed life threatening ailments as a direct result of their job demands. This should not be your story.



## Jobs that pay less

Many low paying jobs are advertised daily; in most cases, these are demanding jobs and ideally should attract better pay. Some companies pay such low salaries or wages that employees are better off without it: The salaries some employees receive at the end of the month (including incentives), fall below the cost the employee incurs in accepting that job offer; expenses on just transportation could take a chunk of the employee's salary. Why accept a job offer or remain on a job that makes you run at a loss? It is wise to make financial gains (or at least savings) from your job.



## Illegal jobs

Some jobs are globally considered unlawful and consequently punishable when the long arm of the law gets a hold of culprits. Interestingly, some of these illegal jobs pay very well and individuals engaged in such jobs live large for as long as they are not caught.

Worth noting is the fact that some jobs that may be considered illegal in a particular jurisdiction or country may be considered legal in another. In Ghana, there is such a thing as illegal small-scale mining. The caveat is to avoid illegal jobs per the laws prevalent in your locality or area of operation.

## Jobs at odds with your moral values

We all have certain standards we uphold, conditioned by our environment, upbringing and religious affiliation. Whereas some individuals and groups of persons may see absolutely nothing wrong with a job such as operating a night club, terminating pregnancy, among others, others see such jobs as morally bankrupt. If ever you are

offered a job that conflicts with your moral standards, decline. You will not thrive in such a job, neither will you give of your best.

## Jobs that conflict with your beliefs

Some institutions and jobs are principally religious in belief systems, agendas and modus operandi. You should only accept a job offer in such an organisation if you are willing to work according to the belief system and practices in that environment.

However, Do not put yourself through the hassle if your religious convictions conflict with that of the institution and you do not support their vision and mission.

## Jobs that rob you of time with family

Some employees work seven days a week and for much of the day; they leave for work at dawn and return home late at night, fatigued and stressed. Of course, some of such jobs are well-paying jobs and help workers afford the luxuries of life. While workers in such jobs climb the corporate ladder, their families suffer. If your job would not allow you time for family and friends, you should consider an adjustment.



## Jobs that make you miserable

Some employees work at jobs that constantly make their lives miserable and a living hell. They simply hate the jobs they do but only keep those jobs because bills must be paid somehow. They work at these offices, but desperately long for a better alternative. I remember when during my national service at a Junior High School, one of the teaching staff resented his job so much. This man frequently blamed his dad for pushing him towards that career path. Soon, it began to tell on his output. Before I was through with my service, he had quit the teaching profession and gotten a job with a government agency. There is nothing wrong with quitting your job for one that you are passionate about.

## Jobs incompatible with your temperament (s)

I am naturally an introverted and consequently averse to jobs that require high mobility and frequent client contact. I love to work behind the scenes. I remember accepting a job offer barely four years ago as a Direct Sales Representative with an ICT Company and this required that I met certain weekly prospecting targets and monthly sales targets with specific focus on companies. As beign an introvert person, I could not make head way. As much as I tried; I found this job very frustrating and had to eventually resign. It is important to note that employees with requisite knowledge base and skills-set may be productive in one job and unproductive in another, because of the differences that exist in the job and employee temperaments and aptitudes.

In making career choices, give some thought to the issues raised above. They may prove a significant help to you in arriving at career decisions you can be proud of some day.

Writer, blogger, professional marketer



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# HR CHANGE MAKERS

## TRANSFORM THE FACE OF HR MANAGEMENT IN GHANA

**H**R Focus Magazine has organised another groundbreaking event which saw the coming together of senior HR practitioners from both the public and private sectors of different industries in Ghana leading the drive for HR transformation.

A two-day summit dubbed the HR Change Makers summit was under the theme: "Transforming the Face of HR Management in Ghana."

Present at the programme was the Deputy Minister of Labour and Employment Relations, Mr. Bright Wireko Brobbe, who asked Human Resource Practitioners to be bold and meticulous in applying sanction and reward systems that will increase work outputs. He encouraged HR Managers to be tough and "stand your ground because that is how we can move the country forward."

Speaking on behalf of the Senior Minister, Mr. Robert Poku Kyei, Technical Advisor to the Senior Minister, touched on the National Public

Sector Reform Strategy, emphasizing the need to "strengthen human resource capacity to improve service delivery to citizens and the private sector."

On day 1 and 2 of the event, participants deliberated on three thematic areas including Organisational Culture, Recruitment and selection, and Performance Management, which were moderated by Ms. Taaka Awori, Managing Director-Busara Africa; Dr. Esi Ansah, CEO & Founding Partner-Axis Human Capital Ltd; Dr. Mrs. Ellen Hagan, Chief Executive, L'AINÉ Services Ltd. Respectively.

Research results from both the global and local context were discussed with participants breaking out into groups to solve pressing HR issues as pertaining to the Ghanaian work environment.

The HR Change Makers included: Ms. Hannah Ashiokai Akrong-Vodafone Ghana; Mr. George Panford - Hollard Insurance Ghana; Mrs. Akwelle Bulley-Kwakyi - UMB Bank; Mr.

Samuel Kwame Boafo - CALBank Ltd; Mrs. Stella Agyenim-Boateng - Glico Group; Nana Elegba - The Multimedia Group; Mrs. Irene Asare - Tullow Ghana; Ms. Mary Mintah - Food And Drugs Authority (FDA); Mrs. Dora Yeboah-Boateng - Josping Group; Felicia Gyamfi Ashley (SHRM-SCP) - Ministry of Finance; Ms. Patience Serwah Apeanti - Minerals Commission; Mr. Isaac Sackey - Learning Organization; Ms. Priscilla Quayee - Secure Revenue Services; Mr. Emmanuel Adjorlolo - Ministry of Finance; Mr. Kwame Annor - TAQA Energy; Mrs. Joycelyn Mends-Ainoo - L'AINÉ Services.

The findings and conclusions of the robust brainstorming and idea-sharing sessions will form the first phase of the Ghana HR Report, which will be put together in conjunction with the African Think Tank, IMANI- Centre for Policy and Education and the UPSA Research team. The HR Change Makers have laid in place policies and frameworks that will transform corporate Ghana.





# HR FOCUS TOP 40 HR PRACTITIONERS HONoured



On the evening of Day 2, HR Focus organised an awards ceremony dubbed, "An Evening with Top 40 HR Practitioners Doing 'Big Things' in 2018" where 40 HR practitioners were honoured for their meritorious contributions to HR Management development in their organisations.

Criteria for their selection included: Developing a strong employer brand; Demonstrating a

strong focus on developing of people (every company's most important asset) in their organizations; playing a major role in Change Management Programmes; Developing HR initiatives within and outside of their organizations, among others.

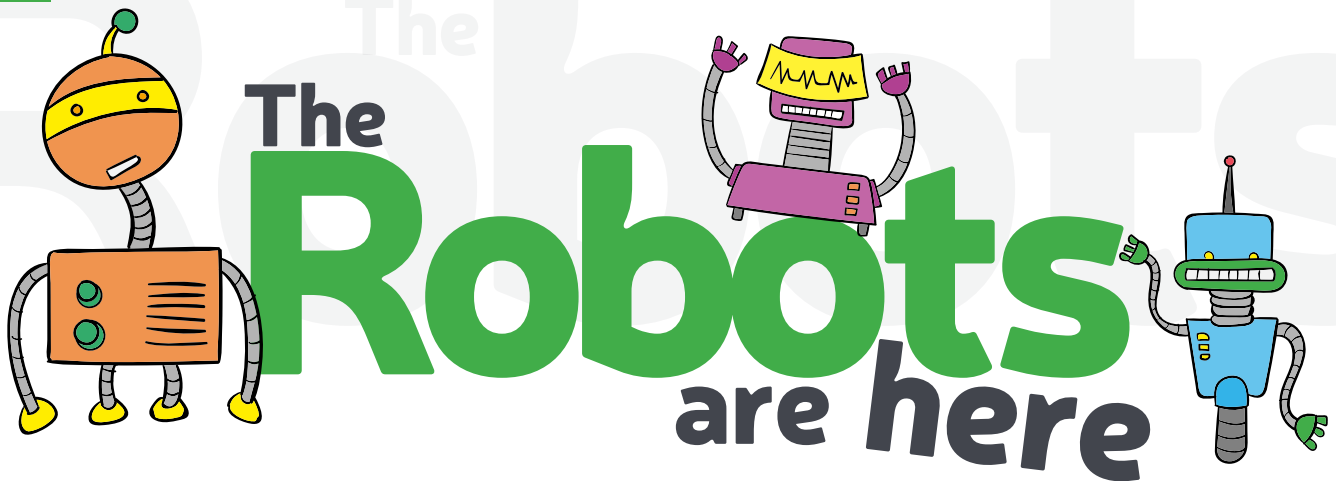
The Guest of Honour for the evening was Mrs. Florence Hutchful of the Fair Wages and Salaries Commission. She urged Human

Resource practitioners to 'open up and share credible data that would further enhance the HR operating environment' and "to fashion out strategies that would ensure continuous engagement with the business so as to provide directional support."

The summit and awards event took place at Tang Palace, Ridge on the 19th and 20th of September 2018.







# The Robots are here

by Kofi Arhin

While most people were preparing for Christmas in December last year (2017), a section of a popular tech giant was preparing to launch AlphaZero, who would go on to be crowned the best chess player in the world. Within four hours of learning to play chess, AlphaZero was unbeatable. AlphaZero learned to play chess without supervision after it was presented with the rules of the game. This was made possible by machine and/or deep learning capabilities embedded within the core of AlphaZero. However, such innovations have been around for a long time. Yes amigo, the robots have been around for a while.

Any device that is able to exhibit learning and problem-solving capabilities is deemed to have some level of artificial intelligence (AI). Most probably, the first thought that crosses your mind when someone mentions "Artificial Intelligence" is a robot with arms, legs, eyes, etc. While these are probable characteristics of AI-capable devices, they are not essential. Some everyday devices also exhibit AI-capabilities. For example, there are virtual assistants on several electronic devices such as phones, tablets, TVs, among others. People are able to have conversations with these assistants, entrust them with scheduling appointments and sometimes, responding to emails. There are more examples; Driverless cars, self-driving drones and rockets, speech and facial recognition devices, super calculators, and many more. Some devices can determine your schedule for a week by analyzing a section of data from your previous activities. In some cases, a product can be recommended to you based on your previous purchases. The answer to whether we should be worried about the pervasiveness of these innovations depends on which side of the fence you are sitting. However, that is a conversation for another day. In the sections that follow, I will outline some positive and negative impacts of this surge.

## Loss of Routine Jobs

Jobs create a sense of fulfilment and security amongst people. It has been predicted by experts that the impact of creating machines or technologies will result in a huge loss of routine jobs. Although this is not new knowledge, it seems the societal and emotional impact as well as the new direction of training as a result of these innovations are either missing or under-discussed in public discourse. The scope of job losses is interestingly quite wide; drivers, carpenters, doctors, lawyers, teachers, among others. What is to become of the self-esteem of hardworking people who have or will lose their jobs in the nearest future? Should this create an atmosphere of despair? Certainly not. My next point discusses this.

## Opportunities for People

The loss of routine jobs will ultimately create new fields of work and new earning opportunities. In this era, the adage, "You cannot teach an old dog new tricks" does not apply. That notion must be left in the Stone Age where it belongs. Several opportunities will be created for people who are willing to learn. People need to take advantage of the abundance of learning resources to improve their skillset and acquire new abilities. Thankfully, the popular notion that "education is the tool out of poverty" still applies in the era of robots. We should not be satisfied with consuming these innovations but also strive to contribute towards it. I am not campaigning for a reinvention of the wheel but rather a deliberate effort to join the ranks of wheel-dealers. However, we should not only be concerned about economics of "robotism". There are other dimensions to this phenomenon. I discuss one in the section that follows.

## Humans Empowered, not Overpowered

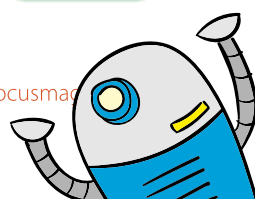
Pessimists are cautious about developing AI-capable machines because of the fear that these intelligent machines may one day overpower or rule humankind. This concern

is not founded on whimsical reasoning but on history and some level of analysis from civilization. The argument here is that since humans are the most intelligent species, they are able to suppress other species, or even supervise the extinction of others. What then will become of us when we develop these super computers that are more intelligent than us? On the other side, some optimists explain that if man was created by God and has not overpowered the Almighty yet, how then can we conclude that our creations will rule over us in the future? No matter which school of thought you belong to, I believe the discourse here should be guided towards the empowering, rather than the overpowering of people. We are able to do things faster, more accurately, and more consistently. This is crucial because empowerment does not only have positive outcomes but negative ones too. For example, these technological innovations can be used for negative purposes such as theft, blackmailing, and oppressing people, among others. Therefore empowerment should be one of the focal points of discussion with regards to AI-capable innovations.

True, the robots are here. Nevertheless, we need to monitor and evaluate their impact on society. The scope of the discourse must expand to include representations at every level of civilization. We need to understand where we are going and what the future holds. As such, decisions such as who concludes whether an innovation is good or bad, or who is responsible for directing innovation, or what innovation should be accepted should not be left to the scientists alone.



Lecturer, School of Technology - GIMPA





## How do we treat a burn?|



by Ewurabena Neequaye

We are in the 21st Century, and information sharing is the 'in-thing'. Being one of the most reliable, well-resourced platforms on the internet, Google has developed past a power-house search engine into a multinational technology company that specialises in all forms of internet services and products. They have become a well-spring of data that feed internet users with authentic information, making "Google it" the answer to any question.

Google seems to have all the answers. When it comes to people management and work culture, they appear to be on top of their game! And yet, many institutions seem to be at their wit's end when it comes to company culture and people management. Let's ask Google, shall we?

Google has managed to maintain a steady growth in workforce since its inception over 19 years ago. The company has experienced rapid growth, triggering a chain of products, acquisitions and partnerships that have expanded the company's core product; the Google search engine. With this expansion, there have been proportionate increase in Google's workforce.

The Google workforce, who are identified as 'Googlers', has been very vocal about the perks and challenges of working with Google. From Google's perspective, they have thought through various ways to increase productivity in workers. At Google, you will find the following physical amenities for use by Googlers...

### a. Free healthy food and snacks:

Google provides a new menu for workers daily, giving Googlers a variety for breakfast, lunch and supper.

### b. On-site entertainment:

Googlers have access to a wide range of entertainment: a rock-climbing wall, table tennis, video games, music studio, boxing ring, among others. With these entertainment options, Googlers have the option of taking a break from work or getting inspiration for the job at any point in time.

### c. Laundry service and carwash:

On the Google campus, Googlers have access to free laundry services, and free carwash services.

### d. Privacy and relaxation at will:

There are private cabins available to Googlers, where they can seclude themselves to work or catch a quick nap.

Google is known to go above and beyond for its employees to build the company culture and the workforce's productivity. Apart from the physical amenities that are designed to keep Googlers working comfortably in the office for long hours, Google has an equally conducive intangible work environment:

### 1. True flexibility and the freedom to create:

Many institutions brag about providing their employees with flexible hours, but Google does this on a different level. According to Google, by giving Googlers the freedom to explore how they would like to work to maximise productivity with flexible schedules and the ability to work on their own terms, their creativity and productivity has been unparalleled.

### 2. The people and their expertise:

There is a school of thought that says Google is great because of its people. The company has a rigorous hiring process that sieves out the best of the best. Despite this, the hiring process ensures that Googlers are warm and humble. By working there, you will have access to experts in almost every technological field. This makes it easier to grow in knowledge and increases the tendency of producing cutting-edge ideas.

### 3. Alignment with employee's wants and needs:

Google shows that it understands Googlers' needs by providing ways of meeting all other needs outside of work. When you know that your employer is concerned about your lonely pet at home or your overflowing laundry baskets, you will be mindful to give off 100% output at work!

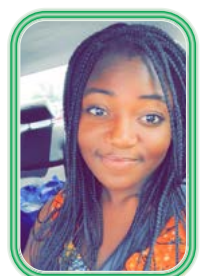
### 4. Growth mindset and trust:

Googlers are smart, high achievers, who are humble and always looking for ways to improve themselves. By this, they work to improve the company as well. Googlers are trusted by their employers and have been given the ticket to increase creativity and go above-and-beyond in performance.

### 5. A Clear Purpose:

Above all Google has a clear and direct: "To organize the world's information and make it universally accessible and useful."

It is both the tangible and intangible that make up a work culture and it is not surprise Forbes Technology Council named Google as the tech company with the best corporate culture. Although Googlers have shared the down sides of having a wholly demanding job, often, their employers help them feel fulfilled in their work. So, if you are not convinced that your workers will be productive with all these perks and positives, just ask Google.



Content Editor  
Focus Digital



# HR's Role in Finding Meaning at Work



by Emmanuel Woyome

**D**r. Viktor Frankl is popularly known to have remarked, "Man's search for meaning is the primary motivation of his life." According to a research, 70% of employees are looking for more meaning at work (Roffey Park, 2003). Meaningful work was found to be the most important factor in commitment, retention and discretionary effort above leadership, managers, colleagues etc. (Paul Fairlie Consulting, 2010). Employees that derive meaning from their work were 2.8 times more likely to stay, 2.2 times more satisfied, and 93% more engaged (The Energy Project & Harvard Business Review, 2014). Organisations that devote resources towards creating meaning at work will experience increased motivation, loyalty, pride and productivity (Penna, 2005)

With these highlights of some recent research activities on meaning at work, any organisation that disregards the importance of helping its employees find meaning in their work does that at the detriment of their own success.

HR leaders are in a uniquely influential position to help employees discover meaning in their work. The work that is undertaken and the environment that workers operate within can be enhanced by creating a corporate culture where meaning at work can thrive. Do employees take pride in their work? Is the work creative and interesting? Are employees praised and recognised for good work? If yes, then the company is building the foundation of meaningful work, but the next set of ideas are equally important in creating the corporate environment required for employees to find meaning in their work life:

## 1. Be Generous with Recognition

Employees want recognition that what they do matter in the context of the greater goals of the organisation. When employees are recognised for good work, they are more prone to move on to do better work. Recognition can be from manager to subordinate, as well as from peer to peer.

## 2. Connecting Jobs to the Corporate Vision

Managers should articulate the vision, mission, strategy, and goals of the organisation, while providing context into how the work that the employee does helps the organisation achieve the big picture. Every employee needs to feel a sense of 'I matter,' that showing up every day makes a difference. They should feel proud of the work their organisation does.

Connecting how your business succeeds with how it contributes to society is a critical way to help employees find meaning every day.

## 3. Create a Strong Sense of Community

Fostering a well-rounded community of individuals is another way to create a meaningful workplace. This means giving people the opportunity to share who they are with their colleagues, and the chance to create the kind of place where they personally want to work.

Encourage employee connections by starting groups or clubs of employees, and employees' participation in community service and recreational programmes.

## 4. Encourage Continuous Professional Development

Personal and career development opportunities are another way to help employees find more meaning at work. To remain productive, people need to take on new responsibilities and learn to apply new skills. It is critical for managers to make training and development resources continuously available to employees. Employees should be encouraged to become lifelong learners to develop and grow new skills and competencies: Learning opportunities extend the benefits of the job beyond just a salary."

## Know and Align Your Employees to Corporate Vision

Good managers know their employees: their strengths, weaknesses, hobbies, values, interests and passions; and align them to corporate vision to achieve organisational goals, while fulfilling their career aspirations. It is therefore important to have career management discussions with employees on a regular basis.

There are many benefits organisations can derive from intentionally helping their employees to find meaning in their work. Organisations that succeed in creating the conducive corporate culture for meaningful work are more likely to attract, retain, and motivate employees to become more productive and loyal in building sustainably successful organisations.



Career Coach/Trainer,  
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# Your Pesewa is Your Wealth

by Lucy Addo-Aikins

**A**chieving financial freedom is a goal for everybody, but not all achieve it. Making your wallet full does not consist of getting paid at the end of the month and putting it in your wallet. For most people, the salary actually runs out before they receive their paycheck. Despite this worrying fact, your wallet can be full each and every single time. How does that happen when you have bills to pay, fuel tanks to fill, huge debts to pay, and your car to service? The following are tips to make your pesewa amount to your great wealth.

## Set Life Goals

You can start achieving your financial freedom by first writing down how much you would want to have in your bank account by a specified time and also how much work you need put into achieving that goal. Once this is set, count backwards towards where you are currently and establish financial milepost at regular intervals, stating how much you would want to save every month or day. You can start a side business to help with this.

## Make a Budget

A budget is an estimation of revenue and expenses over a specified period of time. Budgets could either be monthly, weekly or annually. It is a way to ensure that bills are paid and also savings are on track. It is a monthly routine that reinforces your goals and bolsters resolve against the temptation to surpluge. Personally, I call a budget an income and spending plan.

## Pay off Credit in Full

High-interest consumer loans are toxic to building wealth. Make it a point to pay off the full balance each month. Mortgages and student loans and similar loans, typically, have much lower rates, making them less of an emergency pay off.

## Create Automatic Savings

Pay yourself first. Make wise decisions to have an automatic withdrawal of cash for an emergency fund that can be tapped for unexpected expenses and automatic contribution brokerage account or similar

account. The paycheck I receive as my salary is automatically saved in my account hence, I am not tempted to spend unwisely.

## Negotiate/Bargain

I am Ghanaian so I love to bargain for prices, which helps me save thousands of pesewas each year. Small businesses, in particular, are open to bargaining, where buying in bulk or repeating business can open my door to big and good discounts.

## Proper Maintenance

You should take good care of your properties, from shoes to clothes, to ensure they last longer since the cost of maintenance is a fraction of the cost of replacement. It is an investment because money, which ought to be used for maintenance can be used to purchase another item or product, which is of the same money value and another importance.

No money is small money, every pesewa counts, so make the most of it.

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# YOU NEED A KPI TOO

By: Esther Wepia Kopiah

Dressed smartly and exuding confidence, Suzie felt she could take on the world. Today was her first day as an intern in one of the best publishing firms in Accra. Intently taking notes at the orientation, she portrayed a perfect picture of a professional until her mind went blank when the moderator mentioned KPIs. 'None of the lecturers talked about this,' she mused. The question which kept resonating in her mind was 'What at all is a KPI?'

Suzie was able to get through the day with a fair idea of what a KPI was from subsequent meetings at her assigned department. Looking it up on Google (thank God), she chanced on many different authors explaining KPIs. She liked that of bestselling author and Business Influencer, Bernard Marr, which said Key Performance Indicators (KPIs) provide a way to measure how well companies, business units, projects or individuals are performing in relation to their strategic goals and objectives.

Simply put, KPIs are ways of measuring your performance in relation to your objective or goal. Do you recall all the New Year resolutions you made last year during the watch night service? With hands lifted to heaven, faith that scares the devil away, and a can-do spirit, you promised to save more money, exercise more, complete the building project, spend less, and

many others. Some months down the line and you are nowhere near the realisation of your dreams. Mostly, these promises just end up on the following year's resolutions.

Most times, there are no clearly drawn plans as to how we will achieve these resolutions. A Key Performance Indicator helps you know what you want and devise ways to achieve it. Some goals, which are just not realistically attainable, are what we spend a lot of time on. A KPI helps us get rid of over-the-top goals that we strive to attain. There are many KPIs to choose from. However, settle for a KPI that is relevant to you as an individual, company or project. One way to evaluate the relevance of a KPI is to use the SMART criteria. The word SMART is broken down into Specific, Measurable, Attainable, Relevant and Time-bound. In other words:

- Is your objective Specific?
- Can you Measure progress towards that goal?
- Is the goal realistically Attainable?
- How Relevant is the goal to you, your company or project?
- What is the Time frame for achieving this goal?

So consider having a KPI for that online course you are undertaking and the building project you want to complete. Working mothers could utilize KPI to plan meals for the family and

remember those Parent Teacher Association meetings so easily forgotten (yeah right!). You could even have KPIs for your exercise routine to track your progress and achieve that flat tummy or six-pack you so much yearn for. It helps you assess your growth regarding every area of your life. For the busy bees that are all over doing so many things and never getting any of them done, KPI is a perfect tool to monitor tasks we have to undertake.

When your company has KPIs on what to do and how to do it to achieve your objective, it helps you to assign the right people for the various tasks. A single person will not be overwhelmed with so much work whilst another spends precious time on social media. This also fosters teamwork as workers see themselves as a team rather than individual components. People bring their expertise on board to help the organisation achieve its objective.

The innate desire to succeed is what drives us and to attain the heights we envision for ourselves. We must have a definite plan on how to get there and what to do to get there. Of course, you need a KPI.



# ANOREXIA: DOCTOR, I THINK I'M FAT

by Obed Abosi Mensah

As inconspicuous as this might seem, most people suffer anorexia nervosa at the early stages of their life—between adolescence and pre-twenties. Anorexia has been defined as a disorder characterised by a distorted body image, with an unwarranted fear of being overweight.

Women and men who suffer from this eating disorder demonstrate a complex with a thin figure and abnormal eating patterns. Anorexia nervosa refers to self-starvation and lack of appetite. Anorexia nervosa is an eating disorder in which a person purposefully limits the intake of food or beverage because of a strong drive for thinness and an intense fear of gaining weight. It has been classified into two common divisions: Purge and Restrictive.

In relation to the Binge/Purge type, the victim purges after eating. This assuages the fear of gaining weight and offsets some of the guilt of having ingested forbidden or highly restricted

food. This compensatory purge behaviour may be caused by exercising excessively, vomiting or abusing laxatives.

On the flip side, an individual suffering from restrictive anorexia is often perceived as highly self-disciplined. They limit the quantity of food, calories and often high fat or high sugar foods. They consume far fewer calories than are needed to maintain a healthy weight. This is a heart-breaking form of self-starvation.

It has been posited that genetics load the gun and environment pulls the trigger in eating disorders. This eating disorder is based on genetic predisposition, personality traits, and environmental factors.

People with anorexia mostly show signs of; chronic restrictive eating or dieting; rapidly losing weight or being significantly underweight and emaciated; obsession with calories and fat contents of food; engaging in ritualistic eating patterns, such as cutting food into tiny pieces, eating alone, and/or hiding

food. Depression and loss or thinning of hair can also be associated with anorexia. Effective, holistic eating disorder treatment of anorexia involves three necessary components.

First and foremost, the highest priority in the treatment of anorexia nervosa is addressing any serious health issues that may have resulted from the eating disordered behaviours, such as malnutrition, electrolyte imbalance, amenorrhea and an unstable heartbeat.

Secondly, this component encompasses weight restoration, implementation and supervision of a tailored meal plan, and education about normal eating patterns.

Lastly, the goal of this part of treatment is to recognize underlying issues associated with the eating disorder, address and heal from traumatic life events, learn healthier coping skills and further develop the capacity to express and deal with emotions.



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# My Part of the World

By George Njoroge

## How will you describe the job market in Kenya today?

**1** Kenya is still recovering from last year's election mess. It all started with political uncertainty, then two elections had to be conducted where in between, there was governing crisis, resulting to violence and skirmishes. This situation affected the country's economy as insecurity was on the rise forcing some organisations to shut down, while others downsized, leaving many people jobless. We therefore have a significant number of people still looking for jobs, increasing the job applications, but with poor response from organisations as approving employment budgets with a recovering economy is a tricky affair. Positions replacement after resignations or parting ways is a deep-thought decision-making process with high percentage resulting in tasking the remaining staff to multitask as organisations wait to regain after the losses incurred earlier. From all this you will realise that;

- i. Around 20% of organisations may not have new positions to recruit into
- ii. Most organisations will not have salary rise this year
- iii. To increase revenue, sales and marketing jobs, as well as ICT and Accounting positions have risen.
- iv. There is a rising number of applications, but poor response from organisations

## How has the economy affected recruitment in your company?

**2** Organisations suffered a big blow economically as generating revenue while violence and skirmishes prolonged became a pipe dream. This has affected employment budgets reducing employability. The situation is changing but at a slow pace. By the end of the year, we should see most organisations registering profits and allocating more to employment budgets.

## What will give one candidate an edge in this low employability times? (Geocentric or other?)

**3** We do traits check in the interviews, that is several interviews for each candidate. Naturally, it is not easy to pretend if a series of interviews are set before concluding. With the right interview panel, we identify the following traits;

- i. An intense determination to get results
- ii. Willing to make hard decisions (heart and mind balance)
- iii. Ability to persist when encountering roadblocks
- iv. Rigorous in identifying ways a team could perform better.
- v. Care about the real impact of their work (not just appearances)
- vi. Display a deep commitment to learning and continuous improvement.

## What is your approach to providing a good employee experience, considering your culture, company values and the current economic situation?

**4** All staff job descriptions have to be well understood by each staff member. In fact, meetings have to be set regularly to feel the staff perception and the will to achieve the set tasks. That involvement plus coming up with the KPIs together help the employee own their role in the organisation, creating motivation. The organisation's strategy needs to be well presented to the employee, where each understands their piece or the pillar to support and their expectations. This creates an intentional or vision driven teams and synergy in the whole organisation, making everyone productive. In addition to this approach, trainings about work-life balance, how to reduce stress and improve attitude, staff engagement and teamwork skills will inject energy for staff to stretch themselves beyond comfort levels. Continuous communication of the set policies of the organisation, especially from the HR manual keeps the staff aware of the expected values from everyone.

## What is the general overview of the practice of HR in your country?

**5** With organisations embracing professionalism, the HR function has been taken more seriously, especially at strategic level, beyond the normal administration. Most HR Managers are key drivers of organisational strategy or vision. Allocation of resources to support the step-by-step achievement of the set objectives has become a major role of the HR professional. Learning and development, and performance management aligned to achieving the vision is an HR key role. I can say that the department is now more appreciated than it was in the past..



HR & Performance Consultant -  
Computer Pride, Kenya



# Questions Hitting HR with Dr. Mrs. Ellen Hagan

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I joined this company not long ago, but I have acquired interesting experience for my career I did not know of, thanks to the weekly training organised for new staff members.

My issue with the organisation is with one of the directors; he passes derogatory remarks about anyone at any time. Worst scenario is when we have external clients and some top managers meeting with us, he still exhibits those "bad" traits.

Initially, I took it all as a joke of sorts, but after my fourth month, I realised, he does that to undermine one's personality.

He could pass for my little brother, but I accord him with respect. Yet he pushes me to the wall to retaliate to some of his remarks. He once mentioned that whatever your boss' says is final and needs not to be questioned. I seriously think being his subordinate should not stop him from according me with the necessary respect I deserve.

How can I address this issue without sounding rude?  
Confused Rita

Dear Rita,

Thank you for reaching out to us. I am glad your learning experience has been fruitful. Nobody deserves to get walked on at work, no matter your level. Have you already spoken to this director about how his actions affect you? Use feedback - Provide clear, specific, unemotional feedback to your boss on his behaviour. Have a one-on-one conversation with him, explaining how this is affecting you and your work. For all you know, he does this without realising the impact of his words. Shift the dialogue to identifying ways to mutually support better performance. If there are shortcomings in your own performance, identify ideas to improve and ask for coaching and constructive feedback for your efforts.

If you do not see any improvement in his behaviour after this, I will encourage you to have a discussion with your HR Director or any other director that he respects and listens to. With this, make sure you have all the evidence to support your case and get witnesses where possible. When this does not work, and you still love your job, ask for a transfer: Considering you are new at the job, this might not be approved so you may have to adjust your thought-pattern and be ready to ignore him when he passes derogatory statements, or simply consider another job to protect your physical and mental health.. All the best.

Signed,  
HR



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# Dudes 'n' Boots

by Ewurabena Hagan

It was a huge shock to me when I noticed that most men (who care about how they look) are very particular about their shoes and whether they are for the right occasion or whether they complement their outfit. As a woman who beforehand would not put too much thought into what shoes to wear, I was impressed, to realise that there was a whole science to what you wear. When it comes to selecting the right type of shoe, here are some insights into the world of classic men's footwear across board.

1. Monkstraps: These shoes have one or two buckle straps on the outer side, instead of laces. These buckles secure a piece of leather that's folded over the tongue of the shoe. The advantage of this choice is an even distribution of pressure across the instep and being able to fasten and unfasten the shoes easily.

2. Suede: This refers to the material of the shoe. It does not influence the style of the shoe. You could have suede brogues, loafers, derbies, etc. Suede shoes are available in practically every shoe style and are more affordable than waxed leather. Although suede does not cope well with water, they can (depending on the style and colour) be well suited for any occasion, ranging from work, to ceremonial occasions.

3. Brogues: This is a style of low-heeled shoe or boot traditionally characterised by sturdy leather with decorative perforations. They are a widely available kind of shoe that go very well with jeans. For a man who is used to wearing casual shoes, brogues are a softer transition into dress shoes.

4. Loafers: Loafers are usually seen as casual shoes, but not all loafers are casual. You can wear some loafers with a casual outfit, suit or tuxedo, depending on the type, colour and style.

5. Derbies: They are the most common type of dress shoes and easy to get a hold of. They come in a lot of different colours and work well for the corporate environment and a suave with a suit!

6. Oxfords: These shoes have a closed-lacing style. They are more elegant and formal shoes than derbies and Monkstraps and are best suited for formal occasions. Once you own a pair of these, you will be sorted for the next business presentation or wedding celebration!

Knowing the types of shoes available to men, helps to understand when a pair of shoes is wrong for you. Some men, who are not very open to avant-garde fashion trends, will probably be comfortable sticking to the shoes they have had for 5 years, that have served them well and are reliable. Just because those shoes have seen you through the changing scenes of life, does not prove their proper functioning when it comes to your feet.

Wearing the right shoes can prevent all sorts of foot and leg complications, such as knee pains. The repeated flexion and extension of the leg at the knee joint, exposes the joint to various injuries. Each joint component depends on the other for proper functioning and with the wrong weight distribution while the knee is actively moving can be the start of a lot of

issues. Knowing this, it is safe to say that you need to be mindful of the signs that show you are wearing the wrong pair of shoes:

**A. Wiggle room:** There should be a little room between your toe and the start of the shoe. It is not popular knowledge, but your feet may swell throughout the day. For this reason, it is essential to keep some wiggle room.

**B. Ancient Looks:** Once your shoes begin to look old, it is safe to say you should not be using those shoes. Pounding the pavement or road wears down your shoes. For this reason, they may no longer provide enough support. Once they are noticeably creased, it's time for them to go!

**C. Stagnant shoe size:** If your shoe size has not changed over the past ten years, it is safe to say that you either have stunted growth or are refusing to find shoes that fit comfortably. It is safe to say that as the years go by, and your body changes little, your shoe size should change as well. You cannot be wearing the same shoe size from your teenage years – you simply cannot!

These are a few tips to keep your feet in a comfortable place. Join the conversation on Twitter, Facebook and Instagram @HRFocusMag and show us what shoes warm your feet best!

Content Editor  
Focus Digital



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# Bites on the Run

## Freezer Croissant Breakfast Sandwiches

### Ingredients

- 1 tablespoon olive oil
- 4 large eggs, lightly beaten
- 1/4 cup half and half
- Kosher salt and freshly ground black pepper, to taste
- 8 mini croissants, halved horizontally
- 4 ounces thinly sliced ham
- 4 slices cheddar cheese, halved

### Preparation

- Heat olive oil in large skillet over medium high heat. Add eggs to the skillet and cook, whisking, until they just begin to set. Gently whisk in half and half; season with salt and pepper, to taste. Continue cooking until thickened and no visible liquid egg remains, about 3-5 minutes; set aside.
- Fill croissants with eggs, ham and cheese to make 8 sandwiches. Wrap tightly in plastic wrap and place in the freezer.
- To reheat, remove plastic wrap from the frozen sandwich and wrap in a paper towel. Place into microwave for 1-2 minutes, or until heated through completely.
- Serve immediately.

## Pineapple Mint Spritzer

The easiest, budget-friendly lemonade that you can make in just 15 min. No simple syrup needed!

### Ingredients

- 2 cups pineapple juice
- 1 cup orange juice
- 1 (25.4-ounce) bottle Moscato, chilled
- 8 sprigs fresh mint

### Directions

- Using a pitcher, mix pineapple and orange juice.
- Pour pineapple-orange mixture into serving glasses until half full. Fill glasses with Moscato.
- Serve immediately, garnished with mint, if desired.
- Sparkling water or lemon-lime soda can be used for the Moscato as a non-alcoholic substitute



# Job Listing

## STRATEGIC PARTNERSHIP OFFICER

### QUALIFICATION

A Bachelor's Degree (Social sciences/development studies/ English/sales/marketing, etc.)  
(Experience in working with an NGO would be advantage)

### DUTIES

- Serve as a liaison to all funding agencies or organizations and NGO partners
- Acts as liaison with project and programme staff of clients
- Engage with project officers at organisation to solicit invitations to submit proposals
- Identify new funding opportunities and program areas using researches tools
- Research new government, corporate, foundations and private funding prospects

## SALES OFFICER

### QUALIFICATION

HND in Sales, Marketing or equivalent.  
One year working experience in Sales & Marketing.  
Good interpersonal and communication skills.

### DUTIES

- Generate qualified leads and 'go the extra mile' in order to procure sales.
- Build productive trust relationship with customers.
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- \*Solutions & Optical Accessories
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