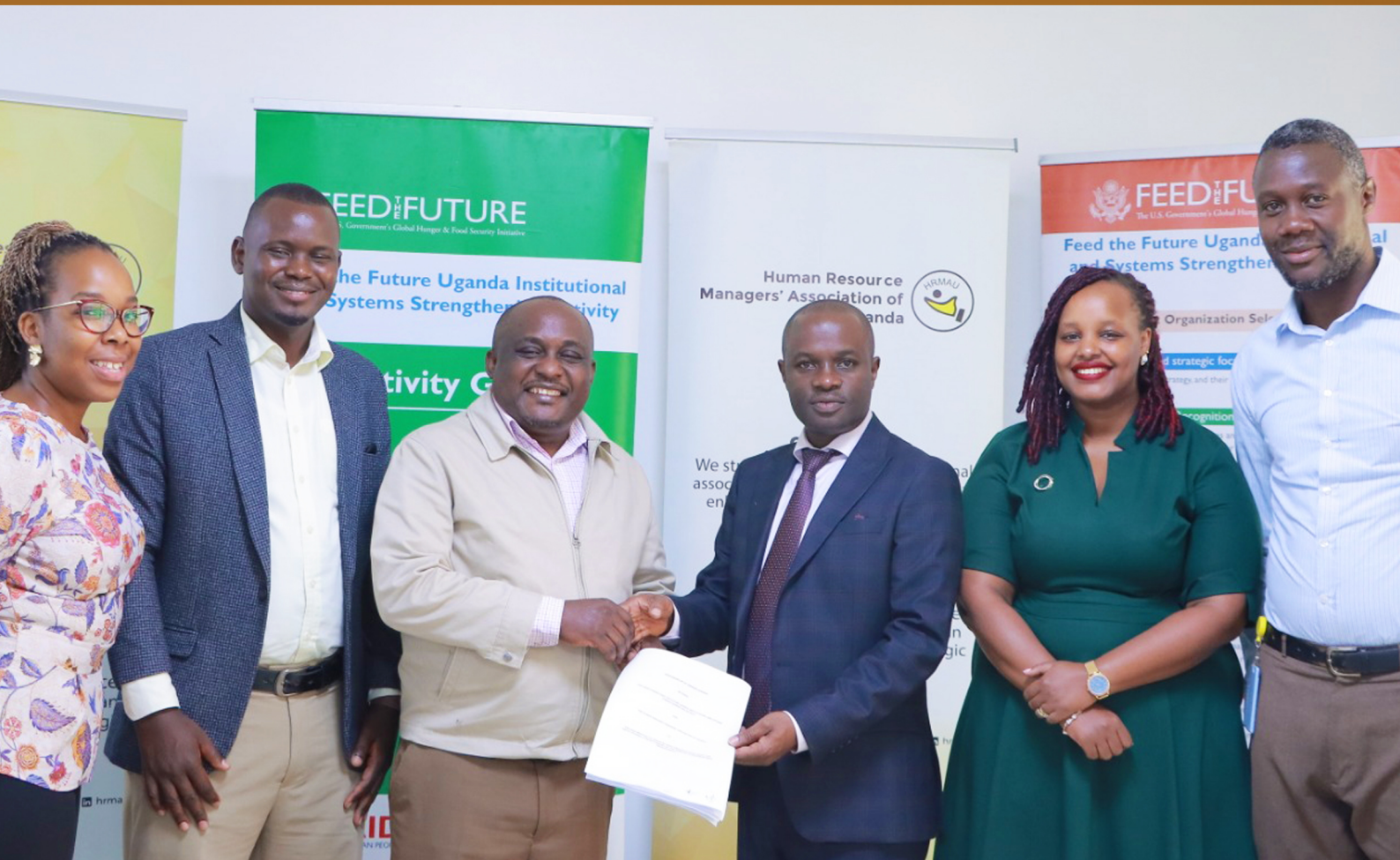


# PEOPLE FOCUS NEWSPLETTER



## HRMAU SIGNS MOU WITH FEED THE FUTURE

### IN THIS ISSUE

HRMAU  
SACCO NEWS

HRMAU MENTORSHIP  
PROGRAM

SHOW ME  
YOU CARE

HRMAU  
SPORTS GALA

# EDITOR IN CHIEF



**D**ear Brilliant Readers,  
On my behalf and that of the editorial committee, I am excited to bring you a revamped edition of our People Focus News Letter. This will be a quarterly production which will be used as a channel of communication for what is happening at the secretariat, council and also how you can participate as members in the ongoing planned events. The newsletter also provides opportunities for our members to advertise to one another as a means of reaching bigger audiences.

This edition is filled with engaging articles and expert insights on the most pressing issues facing Human Resource professionals today. Among the topics handled are Talent Mobility, Wellness, Artificial Intelligence, People and Productivity Hacks For 2023, and so much more.

We appreciate the team of writers and contributors who have brought their expertise and unique perspectives to shed light on these important areas, and also shared actionable takeaways for our readers.

Our ultimate goal is to provide you with valuable content that empowers you to be a leader in your own organization, and to help our profession grow and evolve. We appreciate your feedback and suggestions, and we remain committed to delivering a high-quality publication that meets your needs and interests.

I encourage you to stay engaged with our association and to become more involved in shaping both the contribution and future of our profession.

Thank you for your continued support and readership. We look forward to sharing more great stories with you in our next edition.

Sincerely,

**Moureen Nakimuli - Director Public Relations - HRMAU**

Editorial Team: Ronald Bbosa | Shamim Walusimbi | Andrew Kawesa Ssebwalunnyo  
| Juliet Mpiima | Innocent Dawa | Leticia Iguma

To be featured in the next edition, email us at [connect@hrmau.org.ug](mailto:connect@hrmau.org.ug)  
with the subject "PEOPLE FOCUS NEWSLETTER ARTICLE"

Cover Picture Caption: HRMAU Signs MOU With Feed The Future Uganda Institutional Systems Strengthening Activity (A USAID Funded Program)

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**Disclaimer:** This publication is a quarterly newsletter intended for our members and stakeholders.

# THE PRESIDENT



**D**ear Members,  
I welcome you to the People Focus newsletter for Quarter Two - 2023.

HRMAU is a professional network that also doubles as a shared space of friends and colleagues who actively work together to promote excellence at work.

Myself and the governing council are excited to have this opportunity to unveil our Quarterly People Focus newsletter whose theme is **“Talent management as a competitive advantage”**. We trust that it will serve as an additional avenue to keep our profession at the forefront of advocacy for best

Human Resource practices as well as provide solutions to the complexities that face our ever-changing workforce.

I appreciate all the contributors to this edition and encourage more members to use this opportunity to add to the body of knowledge that we all need as professionals. My belief and affirmation is that our Association should be the place where we contribute, engage, learn, grow, network and give back to our communities.

In this edition, we bring you our current continuous learning calendar 2023 whose content is informed by feedback from surveys. As a team we appreciate you for being part of the HRMAU family and pledge to continue building stronger relationships by using every opportunity reach out to members throughout the year. We encourage you to give yourself regular breaks from your day to day practitioner life and join us at our monthly events and webinars, which will expose you to new ways to enhance your knowledge, career and organisations!

We have publicised the list of paid up members on our website. We hope this will encourage more members to sign up and also reaffirm the position of our committed members. My final call to all members is that we need to encourage colleagues who haven't joined our Association that we are your local HR connection!

We invite you to our upcoming events this year, especially our 5th East African Human Resource Symposium Conference due in November, 15-17th 2023 as well as the premier Human Resource Sports Gala due on 26th of August 2023.

It's an honor to serve you, I look forward to engaging with you at the upcoming events.

A handwritten signature in blue ink, appearing to read 'Ronald K Bbosa', written over a white background.

Ronald K Bbosa - President

# MEET YOUR GOVERNING COUNCIL



**President**  
Ronald K Bbosa



**Vice President**  
Shamim Walusimbi



**Secretary General**  
Doreen Asaasira Muhangazi



**Director Public Relations & Marketing**  
Moureen Nakimuli



**Director Finance**  
John Barasa



**Director Professional Development**  
Andrew Kawesa Ssebwalunyo



**Director Programs**  
James Walusimbi



**Committee Member**  
Stellan Mbekeka



**Committee Member**  
Joyce Nakalema



**Committee Member**  
Leticia Iguma



**Student Representative**  
Sharifa Nabatanzi

# HRMAU COUNCIL UPDATES

## HRMAU EVENTS

We signed a Memorandum Of Understanding with the USAID funded Feed the Future Program for Institutional and Systems Support for Apex Industry Organisations.



*Inset: President Ronald Bbosa and Chief of Party, Feed the Future ISS, USAID(Contractor) Mr. Anthony Nyungu signing MOU*



*Inset: President Ronald Bbosa hands over signed MOU to Chief of Party, Feed the Future ISS, USAID (Contractor) Mr. Anthony Nyungu*

## THE EAST AFRICA HR SYMPOSIUM

**T**he East Africa HR Symposium is an annual event organized by Rise & Learn Global that gathers HR professionals and business leaders from different countries in East Africa to deliberate on pertinent HR issues facing organizations, share best practices, and engage in networking. This time around it is being organized by **Rise & Learn Global in partnership with the Human Resources Manager's Association of Uganda**. The Symposium is designed to empower HR professionals and business leaders to cope with, understand and innovate their organization in a workplace that is rapidly changing due to technological advances.

The 5th East Africa HR Symposium will draw delegates from the East African Community (EAC) which comprises Uganda, Rwanda, Burundi, Kenya, Tanzania, the Democratic Republic of Congo, and South Sudan. EAC subscribes to the free movement of labor between and among its member states. Despite occasional legal hiccups that impede employees from working in the neighboring countries, the common labor market is operational. HR professionals in the market face challenges and opportunities managing employees from both their own countries and those hailing from the regional block. Social-cultural and work ethic differences among the countries pose a dilemma in delivery of effective HR services. Yet, HR professionals are expected to promote and sustain a multicultural work environment to enhance organizational productivity. It is against this background that the symposium will be held to discuss the future of work in East Africa.

The theme of the symposium is: **Navigating the Future of Work in a BANI Work Space**, scheduled **15th, 16th, and 17th of November**

**2023 at Mestil Hotel, Kampala.** Important to note, is that on the last day, we will hold the HR Reveal Awards, where we will recognize HR professionals in Uganda who have contributed to the HR profession in a different way.

HR professionals in the market face challenges and opportunities managing employees from both their own countries and those hailing from the regional block. Social-cultural and work ethic differences among the countries pose a dilemma in delivery of effective HR services. Yet, HR professionals are expected to promote and sustain a multicultural work environment to enhance organizational productivity. It is against this background that the symposium will be held to discuss the future of work in East Africa.

The symposium will explore the challenges and opportunities presented by emerging technologies, changing demographics, and evolving business models, and will provide a platform for participants to exchange ideas, share best practices, and develop strategies to navigate the future of work. The symposium will provide valuable insights and perspectives from top-level management, and help to align HR strategies with business objectives. The symposium will showcase how HR is shifting and operating in today's BANI (acronym for "brittle, anxious, non-linear, and incomprehensible,") from what used to be VUCA (short for "volatility, uncertainty, complexity, and ambiguity")

**Visit our website;**

<https://eastafricahrs.symposium.ke/>

<https://riseandlearn.ke/>

**Email ; [enquiries@riseandlearn.ke](mailto:enquiries@riseandlearn.ke)**



# HR DIRECTORS' BREAKFAST



*Left: President Ronald Bbosa makes his opening remarks at HR Directors Breakfast*



*Right: President HRMAU, Ronald K. Bbosa (Centre), Emily Kamunde Osoro (Left) award Joyce Nakalema with East Africa HR Symposium ticket during the HR Directors' Breakfast Meeting held on 14th June, 2023 at Serena Hotel, Kampala*



*Inset: Group photo during HR directors breakfast meeting held on 14th June 2023 with President HRMAU, Ronald K. Bbosa (Centre), workers MP Margaret Rwabushaija (Right) and Fasilitator, Emily Kamunde Osoro (Left)*



# HRMAU LAUNCHES CORPORATE WELLNESS SERVICES FOR ITS MEMBERS

On Friday 30th June, HRMAU launched its partnership with Nella Organics, a preventive, comprehensive wellness provider that offers a suite of corporate HR-supporting services like diet & nutrition, fitness and exercise, mental & emotional health, body health assessments among others addresses the building numbers of the Non Communicable Diseases(NCDs).

The launch of this partnership strengthens the commitment HRMAU has towards fostering people-driven and people-first services within the various member organizations. According to the Ministry of Health, NCD, 1 in 4 adults dies prematurely before the age of 70 years due to non-communicable diseases. Physical inactivity has been identified as one of the leading causes of NCDs including hypertension.

We believe this collaboration will go a long way toward fostering healthy individual and employee wellbeing.



*Inset: Vice President HRMAU Shamim Walusimbi(Right) and Founder Nella Organics (Nancy Rukundo) sign Memorandum of Understanding during the partnership launch*

# HRMAU SECRETARIAT UPDATES

## MEET OUR SECRETARIAT



**BRIAN MUSISI**  
Business & Market  
Development Manager



**INNOCENT DAWA**  
Business and Market  
Development Officer



**SONIA LETARU**  
HR & Admin Assistant

## HRMAU ACHIEVEMENTS

- Membership growth. The team has been able to grow and attain bigger membership in the first six months of 2023. We now stand at 1088 members.
- Members Professional Development: We have been able to implement 4 HRMAU members learning and development interventions successfully this Quarter.
- Significant technological move. Hardcopy membership cards were phased out for e-membership certificates that are both cost effective and user friendly.

## FOCUS AREAS

- Continuous membership growth; Endless strategies to be adopted to increase membership through reviewing HRMAU membership value proposition.
- Membership engagement; Adoption of one on one members engagement through physical visits, phone calls and emails to obtain feedback.
- Internationalization of HRMAU collaborations through development and establishment of international partnership to enhance continuous membership development.
- National influence; Establish HRMAU as key player in influencing national labour issues through partnering and collaborating with different government agencies in the similar roles.
- Adoption of membership online self-studies. Boost HRMAU members learning experience through establishment of self-paced learning interface.
- Attraction of members participation in HRMAU events. Ensure attainment of over 50% members attendance and participation in HRMAU organized sessions.

# HRMAU MEMBERSHIP UPDATE

## QUARTERLY UPDATE

Quarter One	Quarter Two
843	245

**TOTAL 2023**  
As Per End Of Quarter two  
**= 1,088**



# PROFESSIONAL DEVELOPMENT



## MESSAGE FROM THE DIRECTOR

**PHRMAU, CHRP, Rika Andrew Kaweesa Ssebwalunnyo**  
Director Professional Development (HRMAU)

“The Growth and Development of people is the highest calling of leadership”, this has been our motivation for the past one and half years. As we move forward into the new quarter, I wanted to take a moment to reflect on the professional development training that were conducted over the past three months. Our commitment to providing high-quality learning opportunities for HR professionals remains unwavering, and we are proud to have facilitated a diverse range of training programs during this period. These trainings aimed to enhance the skills, knowledge, and competencies of HR practitioners, equipping them with the skills and tools needed to thrive in an ever-evolving business landscape. Let’s take a closer look at some of the key highlights from the past quarter.

The past quarter’s trainings have been a resounding success, providing HR professionals with invaluable tools and insights to excel in their roles. A total of 2,875 hours of training time were achieved and we issued 1,240 certificates to participants through the Diwala platform. We remain committed to delivering high-quality training programs that empower HR professionals and contribute to the advancement of the HR community. As we move forward, we will continue to identify emerging trends and challenges, ensuring that our future trainings align with the evolving needs of the profession. We look forward to your continued engagement and participation in our upcoming programs.

No	Topic	Title	Facilitator(s)	No. of participants
1	Learning & Development	How to Position L&D to Build an Agile Workforce (Online)	Solome N Luyombo, James Owona, Blenda Nakkazi and Emily Aneno	450
2	Job Evaluation	The Mercer Job Evaluation Methodology (Physical)	Keletjo Chiloane	70
3	Career & Succession Planning	Career Dynamics and Transition (Online)	Jeniffer Kaggwa	300
4	Diversity & Inclusion	How HR can Embrace Diversity, Inclusion & Equity to Transform Organizations & Drive Employee Satisfaction (Online)	David Ssegawa, Lydia Abenaitwe, Angeline Mhlanga, Rosemary Nakuya and Grace Nzula	420



# PROFESSIONAL DEVELOPMENT CALENDAR 2023

TRAINING PROGRAM	DATES FOR TRAINING	COST	FORMAT
👍 Designing a winning HR strategy	19 <sup>th</sup> Jan	Free	Online
👍 HR Analytics	7 <sup>th</sup> -10 <sup>th</sup> Feb	Paid	Physical
👍 Launching Mentorship Program	17 <sup>th</sup> Feb	Free	Blended
👍 Talent Management	2 <sup>nd</sup> Mar	Free	Online
👍 Financial Literacy	23 <sup>rd</sup> Mar	Free	Online
👍 Learning & Development	20 <sup>th</sup> April	Free	Online
👍 Job Evaluation	23 <sup>rd</sup> -26 <sup>th</sup> May	Paid	Physical
👍 Career & Succession Planning	8 <sup>th</sup> June	Free	Online
👍 Diversity & Inclusion	22 <sup>nd</sup> June	Free	Online
👍 Employee Wellbeing	20 <sup>th</sup> July	Free	Online
👍 Compensation & Benefits	10 <sup>th</sup> Aug	Paid	Physical
👍 HR Sports Gala	26 <sup>th</sup> Aug	Free	Physical
👍 HR Digitalization/ Technology	7 <sup>th</sup> Sept	Free	Online
👍 Organization Effectiveness	21 <sup>st</sup> Sept	Free	Online
👍 Employee Relations	5 <sup>th</sup> Oct	Free	Online
👍 East African HR Conference & HR Reveal	15 <sup>th</sup> 16 <sup>th</sup> & 17 <sup>th</sup> Nov	Paid	Physical

# THE HRMAU MENTORSHIP PROGRAM (1st Cohort 2023)

We are thrilled to announce the launch of our highly anticipated mentorship program, designed to foster growth, learning, and guidance for aspiring individuals within our Human Resources Manager's Association of Uganda

Our mentorship program aims to connect mentors with mentees, creating a nurturing environment where knowledge and experience can be shared, skills can be developed, and meaningful relationships can be formed.

What sets our mentorship program apart is the dedication and expertise of our mentors. Our mentors are accomplished professionals, industry experts, and community leaders who possess a wealth of knowledge and experience across various domains. They are individuals who have demonstrated exceptional skills and a passion for helping others succeed. By volunteering their time and expertise, our mentors play a vital role in guiding and empowering our mentees to overcome challenges, set goals, and achieve their dreams.

Meet our mentors for the HRMAU Mentorship Program for the 1st Cohort

## MEET OUR MENTORS



**DAVID SSEGAWA**

Group Director for  
Human  
Resources at the  
Equity Group  
Holdings plc.



**WINNIE  
MIREMBE  
MUGABI**

Human Resources  
and  
Administration  
Manager at  
Brookside Limited



**RACHEL BRENDA  
DUMBA**

CEO and Partner in  
charge of Strategy  
and Human Capital  
Management at  
Steadman Global



**ESTHER REGINA  
NAMPIJJA**

Human Resource  
Manager  
CARE International  
in Uganda

## MEET OUR MENTORS



**RUTH  
KAMUNTU**

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Country Human  
Resources  
Manager at Malaria  
Consortium.



**DEBORAH  
KOMUGISHA  
KAKANDE**

---

Head Human  
Resource at  
ICEA



**PATRICK  
NGOLOBE**

---

Managing Partner  
and Founder of  
Africa Executive  
Leadership  
Solutions



The true measure of  
**HR SUCCESS** lies  
in the **IMPACT** we  
have on people's lives.



# CONGRATULATIONS

We Congratulate the following H.R Practitioners  
on these Placements.



**GLORIA TIBAKUNIRWA**  
Board Chairperson  
at NOVA Microfinance



**RACHEAL DUMBA**  
Non Executive Director at  
Eastern Africa PLC (TPSEAP/  
Company)



**JULIET MUHEIRWE**  
Associate Director Human  
Resources at Equity Holdings  
Group PLC



**EUNICE KANYESIGYE**  
Regional Head of Human  
Resources at MultiChoice  
Group Holdings-Northern  
Africa Region



**MARSHA N WALUSIMBI**  
Head of Talent & DEI  
(Africa) at ATC Africa



**NASSER MUNYAGWA**  
Group Chief Human Capital  
Officer at Movit Products  
Limited



**MIRIAM ICHERU**  
Head of Human Resources,  
BRAC UGANDA BANK LIMITED



**EVA LUBOWA**  
Senior Manager (Director),  
Human Resource and  
Administration at PPDA







# HRMAU SACCO NEWS



## ARTICLE ON FINANCIAL SECURITY IN REGARD TO HRM SACCO

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**Winnifred Akello**

**Vice Chairperson HRM Sacco**

### About Saccos

Saccos are formed when a group of people with the same interest agree to save together to create a financial pool out of which they can credit among themselves in time of need for productive or provident purposes. The HRM Sacco subscribes to the same.

### What is Financial Security?

In the simplest terms, it refers to the peace of mind experienced when we aren't worried about

money. Often, it means having enough income to comfortably cover expenses, being debt free and having savings to cover emergencies. To a good extent also having money to invest and cashflows from these investments to ensure one's financial freedom.

The HRM SACCO's mandate is to provide a reliable and transparent vehicle for her members to be economically self-sufficient. And in this regard the SACCO generates substantial income and profits. The choices made today will shape the trajectory for decades to come. We know what it will take for us to win the future.

We are Innovative, member centric, and above all offer competitive rates for our members' savings and shares so as to be the **Investment Destination of Choice for all HR professionals and practitioners**. This ambition cannot be achieved by the SACCO Executive Committee alone but by each and every HR professional who are Sacco members and those that are yet to join.

In pursuit of our mission, and in remaining true to our purpose; Our values are summarised as *AIM; Accountable, Innovative and Member focused*. These will drive our day to day lives as members.

Currently, the SACCO has 105 members and still growing with a total net asset of Ushs. 304,878,715/= as at end of December 2022.

The HRM Sacco has a five-year strategic plan aimed at making the Sacco achieve a 500 members strong with 7 billion in value delivering a double digit return on investment anchored on *MAP Pillars: Membership, Automation and Products*.

The strategic plan is informed by our vision and purpose which is to *Enable our members to save, invest and grow their wealth to live dignified lives*. This vision will be achieved through our mission *"To become a 7 billion worth and 500 membership Sacco by 2025"*.

**Anything that gets people to think harder about their financial security and take some responsibility is a good thing ---- Suze Orman**

There is need to remind ourselves about the steps to take to achieve personal financial security through the HRM Sacco;

- Lowest interest rates on loans in the market at 12%pa.
- Fast turnaround time on loan processing and disbursement.
- Automated services – Self-service Kanza Code where members can have access to their accounts 24/7.
- Flexible repayment period of up to 24months.

- A variety of products to choose from both savings and loans like School Fees Loan, Emergency Loan, Ordinary Loan, Real Estate Savings, Vacation Savings, Ordinary Savings.
- Regular interactive webinars for members to keep them abreast of the latest developments.

A financial position "Tomorrow" irrespective of how much money one earns today, his/her financial position tomorrow depends on his/her savings and investments priorities today.

The reasons below will help us understand financial security better;

- Being debt free.
- Controlling(commanding) your money.
- As the Irish Statesman and Philosopher Edmund Burke once said *"if we command our wealth, we shall be rich and free, if our wealth commands us, we are poor indeed"*.
- Being prepared for emergencies.
- Increasing your financial security.

If you're not becoming more financially secure, there's a good chance you're becoming less financially secure.

Any type of insecurity, whether emotional, financial or professional is bound to cause stress. Plus, financial security and happiness are clearly intertwined. Dan Buettner, author of *The Blue Zones of Happiness: Lesson from the World's Happiest People*, said:

*"Financial security is also, obviously, huge. It really does deliver more happiness over time than most anything that money can be spent on"*.

Becoming financially secure isn't complicated. However, it does require persistence, hard work and dedication. Therefore you need to:

- Evaluate your situation by gaining some clarity on your current circumstances so as to improve it.
- Live below your means, spend less than you make.

- 
- Create financial goals, whatever it is, write it down then work out how much money you need to achieve it and work towards achieving it.
  - Make a financial security plan, Antoine de Saint-Exupery, the French Writer and Pioneering aviator said, “A goal without a plan is just a wish” create a plan for each of your priorities.
  - Reduce your expenses depending on the goals you need to achieve for a given period of time.
  - Pay off your debt. Dave Ramsey said: *“When you clear that first bill and move on to the next, you’ll see that you are in charge of your money. And that’s so motivating”*.
  - Save, Save and Save some more.
  - Earn more money by having a side hustle.
  - Invest in a diversified portfolio. Don’t put your eggs in one basket.
  - Be consistent. Jim Rohn, the entrepreneur and motivational speaker, said, *“Success is neither magical nor mysterious. Success is the natural consequence of consistently applying basic fundamentals”*.

To succeed in financial security, my advice is that you need to be debt free, be in control of your personal finances, be prepared for financial emergencies these will steadily affect your financial security overtime.

Challenge yourself on what you can do today to make the **HRM SACCO BIGGER AND BETTER.**

**To register, please click the link below:**

<https://forms.gle/tBP4LccvEuNe9MTA9>

We can be reached on:

C:+256780487303(Voice&

WhatsApp)/0702371021

E: [hrmsacco@outlook.com](mailto:hrmsacco@outlook.com)

[saccosecretariat@gmail.com](mailto:saccosecretariat@gmail.com)

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## People and Productivity Hacks for 2023

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Alice Namugawe

Human Resource Manager, Coca Cola Beverages Uganda

As the world becomes more fast-paced, productivity has become a crucial aspect of our lives. With the advent of technology and the embracing of remote work, managing our time effectively has become more challenging than ever before. However, with the right tools and techniques, you can improve your productivity and achieve more in less time. Here are some people and productivity hacks for 2023 that can help you stay on track and achieve your goals.

### Set Goals and Prioritize

Setting goals is essential to staying productive. When companies set clear expectations and goals, it helps employees understand what is expected of them and what they need to achieve it.

At Coca Cola Beverages Uganda (CCBU), we start our goal setting journey around October of the previous year, where the business goals and targets are set from Group level and cascading to functional till individual level continues into early the next year. By February, all goals are set and

all employees know what we are aiming for that year. Without clear goals, it can be challenging to know what to focus on and where to allocate your time. Therefore, it is crucial to identify your goals and prioritize them.

## Provide Regular Feedback

Feedback is essential for employee growth and productivity. Providing regular feedback on performance, goals and expectations helps employees stay on track and improves their performance. At CCBU, we conduct monthly check-in's (one on ones, one on team and team on one) and bi- annual performance feedback sessions which encourage open communication and promote a culture of feedback which helps employees feel more engaged and invested in their work.

## Embrace Flexible Work Arrangements

Flexible work arrangements, such as remote work or flexible schedules, have become more popular in recent years. At CCBU, we offer flexible work arrangements in the Manufacturing department, where employees work 4 days a week, 12 hours a day and are off 3 days a week. This helps employees achieve a better work-life balance and improve their productivity. Remote work for support staff also reduces commuting time and eliminates distractions in the office, allowing employees to focus on their work and achieve more in less time.

## Encourage Learning and Development

Learning and development are essential for employee engagement and productivity. We provide opportunities for our employees to learn new skills and take on new responsibilities which improves their job performance and productivity. Also, provide feedback and coaching to help employees improve their performance so as to

and reach their full potential.

### Prioritize Employee Health & Wellness

Employee wellness is essential for productivity and overall well-being. Coca cola Beverages Uganda organizes health and wellness weeks every quarter which encompass physical wellness, mental wellness, digital and social wellness, financial wellness and nutrition wellness. By prioritizing employee wellness, we help our employees maintain their physical and mental health, leading to improved job performance and productivity.

## Take Breaks

Taking breaks is essential for maintaining productivity. It can help you recharge your energy and refocus your mind. Therefore, it is crucial to take regular breaks throughout the day to help you stay productive and avoid burnout. Also encourage your employees to take breaks, use their leave days, and avoid working long hours for very many consecutive days (overtime).

## Set Up Mini Tasks

If you're given a big assignment/project, one of the best work hacks is to break it down into mini tasks. Create a checklist and start with the easy ones until you finish.

Accomplishing something, no matter how tiny, still gives you that sense of fulfillment. Set a Timetable for Your Tasks.

Another to-do list hack is setting up a timetable to avoid procrastination. When you're assigned a task, set a timetable for each step. Giving yourself deadlines is the best productivity hack for getting things done.

## Learn to Say No

Learning to say no is crucial for managing your time effectively. It can be tempting to take on more tasks or attend more meetings, but doing

so can lead to burnout. Therefore, it is essential to prioritize your tasks and say no to things that are not aligned with your goals. If you have a shareable digital calendar, like Google or Teams Calendar, mark off specific days and times you're unavailable for meetings or requests and share it with your colleagues.

In conclusion, as HR professionals, our mission is to support employees in their pursuit of personal and professional growth. By incorporating these productivity hacks in your organization's culture and practices, you'll empower your employees to reach their full potential, increase productivity, improve employee engagement and morale and ultimately contribute to the success of the business as a whole.

Human Resource  
Managers' Association of  
Uganda



**"Success in HR isn't just about policies & procedures; it's about building authentic **connections**, fostering **trust** & creating a culture where everyone feels **valued & empowered**."**



# How will Flexibility be Key to Talent Mobility in 2023

---

David Mutaka

Head Human Capital-  
Stanbic Bank Uganda

In a world where customer value is constantly shifting, technology is enabling more possibilities and risk is exponential, it is critical that businesses can respond in a meaningful manner to remain relevant, survive and thrive. In this regard Talent Mobility is not an end, rather a key enabler to how business achieves its stakeholder value and differentiates itself.

Consider the theme of the recently concluded Annual Labour Conference for Uganda 2023 and the Labor Day celebrations which was **“Promoting Positive Work, Culture and Ethics: A Prerequisite for increased investment, employment opportunities and household incomes”**. A deeper analysis of this shows that the extent and variety of interest and stakeholders regarding employment and productivity goes beyond individuals, private sector and includes governments.

I will take the context of an organisation regardless of size. The role of an organisation is to add value to the stakeholders that form its ecosystem based on its intent. By doing this the organisation continues to stay relevant through either increased revenue or profits, attracting funders or sponsors, goodwill and so on. The fastest way to do this is to deploy resources as efficiently and effectively to its most important initiative or commercial interest.

This sounds simple enough until you understand the complexities involved in a market and the players involved especially when it comes to Talent.

I will define Talent as people who are passionate and committed to the enterprise and what it is aiming to achieve, in the spirit of inclusiveness. Not just a select few who due to performance or a 9-box grid are considered special. The subject of reward and performance is probably a conversation for another day and time.

Talent mobility tied to deploying your resources to your most important projects is the movement of these passionate people across the organisation whether that be lateral or upwards.

It comes with great advantages for both the organisation and the individual but also unintended consequences and attendant challenges. Some of these have been detailed as higher productivity, engagement, retention and for the organisation greater return to shareholders or great customer outcomes and experience. The challenges include disruption, timing, competition, learning curves and the constant shifting of customer value which then calls for a great deal of planning followed by a responsiveness that allows for the shifts to be made when the plan changes.

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Flexibility is critical, but the greater concern is how do you build it in? How do you know you have it? How do you maintain it? And what should remain constant?

As a business leader or HR practitioner it will be important to share the common purpose, recognise the stakeholder interests for your employees, the business, shareholders, public and the customers and continuously gain commitment to the cause for the flexibility or agility to be built in the plan.

Let us delve a bit into some of these:

**Employee interest and power;** employees will be committed when their personal interests are met, whether that be reward, job challenge and security or growth, with timelines which are personal to the individual.

Should the opportunities to move arise; These are questions that must be recognized, surfaced and answered to enable the mobility to achieve the set goals.

- Are they driven by the employee or employer?
- What is in it for the employee?
- What risks do they face?
- What are their own personal development goals, do they see a linear path or jungle gym”, do they trust the system?
- Are they mobile geographically or otherwise?

**Line Managers:** these want to keep their best people or attract the best, hence will they be interested in providing opportunities for learners whose learning curves may impact their targets? Will they allow the organisation to share the talent that exists in their teams? Will they provide and support their employees’ learning opportunities?

**The Business Manager, Owner, Board;** These will be interested in the return on investment. How do you track your successes, impact on the business and give it visibility for the stakeholders to see, own and champion? How do you create advocacy for this plan. Data like what percentage of your roles are filled internally, the engagement scores, productivity of staff, attrition rate, your staff conduct and workload. Others include; the performance of your key commercial areas or initiatives, performance of individuals in these key roles leading teams, your hiring, learning costs and the trend.

If you get the balance of these three right, which is where the flexibility and agility is crucial and keep the cores constant, on your mission or purpose, your commitment to delivering value then Talent Mobility will be a value adding component of your enterprise. At the end of the day our ability together to create decent jobs and transform livelihoods for individuals makes this a worthwhile cause and one that will enable sleep at night and future generations to thrive.

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# Leadership Principles That Will Guarantee Success In The New World Of Work

Stephen Tio Kauma FCIPD

Organisation Transformation Specialist

**A**s HR practitioners in the real world, we all recognise the importance of human capital as one of the core resources required for organisational success. According to the Theory of Production in Economics, human capital inputs are organised for production alongside other factors of production for firms/enterprises to achieve their economic objectives in the short term, medium term, and long run.

Human capital stands out above all other factors of production because it is sentient, and therefore acts as the conscious driver of all other factors of production. This critical difference means that the way human capital is organized and used for production in an enterprise will be its competitive advantage; the process of organizing human capital is what leadership is all about.

There are many different definitions of leadership. Some are rooted in the traditional productive economy (industrial economy) which relies on physical presence of labor, physical plants/factories, and physical output of goods. Increasingly, production has shifted to a new economic mode (known as the 4th Industrial Revolution-4IR) which relies on the internet of things (IoT), digital capability, automation, and robotics. This evolution over the past 3 decades has spawned new definitions of leadership.

The dichotomy between “industrial economy” leadership and “new economy” leadership was often polemical, in the belief that enterprises needed to choose between one or the other leadership styles at any one point in time. However, the emergence of the COVID-19 pandemic in December 2019 which shut down the world’s borders for almost two years resulted in a radical change to the way productive resources are managed. The traditional “industrial economy” definition of leadership was discredited because leaders had to pivot to new ways of managing productive resources in a new world of work which relied heavily on managing output and outcomes and managing behaviour rather than presence.

The “new economy” ways of work, especially when amplified by the COVID-19 pandemic means that successful leaders have had to learn to manage with newer skills. Some of the critical ones that I wish to highlight in this regard include;

- **Empathy** - the ability to understand other people’s circumstances or situations without judgement
- **Compassion** - the ability to have sympathetic consciousness of other people’s distress and make attempts to assist them where possible

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- **Resilience** – the ability to easily make personal adjustments to changes in one’s environment with calmness and composure
  - **Agility** – the ability to respond quickly and nimbly to changes in one’s business environment
  - **Self-awareness** – the capacity to be conscious of one’s own emotions, beliefs and behaviour and its impact on others
  - **Communication** - the ability to express concisely and clearly the expectations, goals and objectives
  - **Enabling empowerment** – the ability to believe that people can achieve desired objectives with minimum supervision (*assuming the goals have been communicated concisely*).

Leaders who will be successful in the new world of work that we see more of today, are those who will be intentional about exhibiting the skills identified above. This is because the management of human capital today requires leaders who recognise that employees are social beings with emotional needs and desires.

Understanding how to manage the social/emotional aspects of human capital, in addition to the traditional business management skills that we know such as planning, directing, and controlling will be the difference between successful and failure in the new world of work.

Suffice to say that these emotional intelligence skills are just as relevant in the “industrial economy” as they are in the “new world economy” because of human capital sentience. Leaders who aim to succeed must exhibit them irrespective of the mode of industry in which they operate.

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# Creating Coach-Guided Workplaces: A Guide To Building a Culture Of Growth and Development

**Martha Ntongo Nakato**  
Human Resources Manager, Precision HR Proprietary Ltd

In today's fast-paced and ever-changing work environment, employees need more than just a job. They need a workplace that supports their growth and development. One way to do this is by creating a coach-guided workplace. In this article, we will explore the benefits of coach-guided workplaces and provide practical steps to create a culture of growth and development in your organization.

## What is a Coach-Guided Workplace?

A coach-guided workplace is an environment where managers and leaders act as coaches, supporting their employees to grow, learn and develop. The coach-guided approach is rooted in the principles of coaching, which focuses on helping individuals achieve their goals through guidance, support, and feedback. In a coach-guided workplace, employees are supported in their efforts to do so.

## The Benefits of Coach-Guided Workplaces

A coach-guided workplace offers numerous benefits to both employees and employers. Here are just a few:

### a) Increased Productivity and Engagement

When employees are supported and encouraged to grow, they become more engaged in their work. They are more likely to take on challenges and seek out new opportunities. This leads to increased productivity and a more motivated workforce.

### b) Improved Performance

Coaching helps employees identify areas of improvement and develop strategies to address them. This leads to improved performance, both individually and as a team.

### c) Retention of Top Talent Employees who feel supported in their growth and development are more likely to stay with their employer.

This helps organizations retain top talent, which can be a significant advantage in today's competitive job market.

### d) Enhanced Leadership Skills

When managers and leaders adopt a coach-guided approach, they develop their leadership skills. Coaching requires active listening, empathy, and the ability to give feedback effectively.

These skills can be applied in other areas of leadership, such as managing teams and resolving conflicts.

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## Creating a Coach-Guided Workplace: Practical Steps

Creating a coach-guided workplace takes time and effort, but the rewards are worth it. Here are some practical steps to get started:

a) **Define Your Vision** before you can create a coach-guided workplace, you need to define what that means for your organization. What does a coach-guided workplace look like? What are the benefits you hope to achieve? How will you measure success? Answering these questions will help you create a clear vision for your coach-guided workplace.

**b) Train Your Managers and Leaders.** To create a coach-guided workplace, your managers and leaders need to be trained in coaching skills. This includes active listening, asking powerful questions, giving effective feedback, and developing action plans. Coaching training can be done in-house or through external providers.

**c) Encourage Coaching Conversations.** Coaching conversations can happen at any time, not just during formal performance reviews. Encourage your managers and leaders to have regular coaching conversations with their team members. These conversations should focus on employee goals, strengths, and areas for improvement. Also known as Always On Conversations.

**d) Create Opportunities for Development.** To support employee growth and development, create opportunities for learning and development. This can include training programs, mentoring, and job shadowing. Encourage employees to take ownership of their development by setting goals and creating action plans.

**e) Measure and Evaluate to ensure the success of your coach-guided workplace.** To ensure success you need to measure and evaluate your progress. This can include metrics such as employee engagement, retention rates, and performance metrics. Use this data to adjust your approach and make improvements as needed.

In conclusion, creating a coach-guided workplace is a powerful way to support employee growth and development. By adopting a coaching approach, managers and leaders are more equipped to be impactful to the employees while leading them to unleash their full potential.

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# Revolutionizing HR: Unleashing the Power of AI in Human Resource Management

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Andrew Hyeroba

The field of Human Resource Management (HRM) has undergone significant changes over the past few decades. With the rapid advancements in technology and the increasing importance of data-driven decision-making, Artificial Intelligence (AI) has emerged as a game-changer in the HR landscape. As an HR practitioner, it is crucial to stay updated on the latest trends and harness the potential of AI to streamline HR processes, enhance talent acquisition, and create a more efficient and effective workforce. In this article, we explore the various applications of AI in HRM and provide insights into how you can leverage this powerful technology to elevate your HR game.

## AI in Talent Acquisition

### Resume screening and short listing:

Software like [Oppty.ai](#), [IDEAL](#) and [Retrain.ai](#) leverage AI to instantly screen and shortlist thousands of new applications with surprising accuracy and fairness. It enables the HR practitioner make efficient talent decisions by instantly screening and shortlisting thousands of candidates in real-time.

### Chatbots for candidate engagement, employee welfare and wellbeing:

Software like [Paradox](#), [Wade](#) & [Wendy](#), [XoR](#).

[AI](#) and [Jobvite](#) automate communication through the use of chatbot assistants that help streamline communication between candidates and recruiters, thereby improving the overall engagement experience throughout the recruitment process.

### Video interviews and sentiment analysis:

Software like [HireVue](#) offers video interviewing software to improve the way companies engage, screen, and hire talent. By adding artificial intelligence to video interviews, [HireVue Assessments](#) allows recruiters and hiring managers to measure various candidate competencies accurately and objectively. The AI-augmented virtual interviewing solution offered by [HireVue](#) has been continuously updated and improved, incorporating cutting-edge innovations to enhance the overall hiring process.

### Virtual onboarding assistants:

AI-powered chat bots like [Leena.ai](#), and [Phia](#), work around the clock to transform the onboarding and orientation process through virtual, efficient and seamless onboarding. They empower HR professionals to answer new employee questions as they arise, minimizing calls, emails and meetings as well as expediting document exchange, learning and feedback from new employees.

## AI in Performance Management, Employee Engagement and Retention

**AI-powered performance management platforms like [Effy.ai](#)** are being used for employee performance management and cloud-based analytics. These tools help HR Managers maintain a high-performance culture by bringing out the best in each employee and aligning their work towards the organization's long-term goals. AI implementation can improve employee performance through increased efficiency, as at least 30% of tasks in 60% of jobs could potentially be automated. In addition, AI can facilitate aggregation of "big data," carry out predictive analytics and organize it into informational dashboards to facilitate better decision-making and performance management strategies.

**Real-time feedback systems like [Happily.ai](#)** focus on employee feedback and engagement, with an emphasis on real-time feedback. By putting employees at the center of the feedback process, using AI to support provision of real-time feedback achieves impressive adoption rates of 99% and weekly activity rates of over 90% among the teams using AI-powered feedback platforms across various industries. Real-time feedback has been demonstrated to lead to increases in employee satisfaction and the elimination of toxic behaviors in the workplace.

**AI-powered employee engagement solutions like [Leena.ai](#), and [Work.AI](#)** enable HR practitioners (with no IT skills requirements) to carry out personalized internal communications, drive employee engagement, and measure employee interactions. These AI applications like [Akia.com](#) measure employee sentiment and provide predictions on employee retention and attrition.

**Career planning solutions like [Futurefit.ai](#)** leverage AI to tap into labor market data to identify an employee's "entry point" in the labor market, recommend best fit career path 'destinations', and develop a personalized roadmap of career opportunities, skilling and resources to guide them in their career transition.

## AI in employee wellbeing and mental health

AI solutions like [Wysa.com](#), [Cass.ai](#), and [Joye.ai](#) are being leveraged as virtual wellbeing and mental health chatbots. They act like well-trained HR managers to provide personalized, timely and interactive advice matching each employee's unique state-of-mind. This makes the employees happier and more productive. **For stress and burnout prediction**, AI solutions like [Erudit.ai](#) help HR Managers detect teams at risk of burnout.

## AI in Learning and Development

### AI in skill gap analysis

This includes;

- Identifying workforce skills gaps
- Competency mapping and development planning

### AI in personalized learning

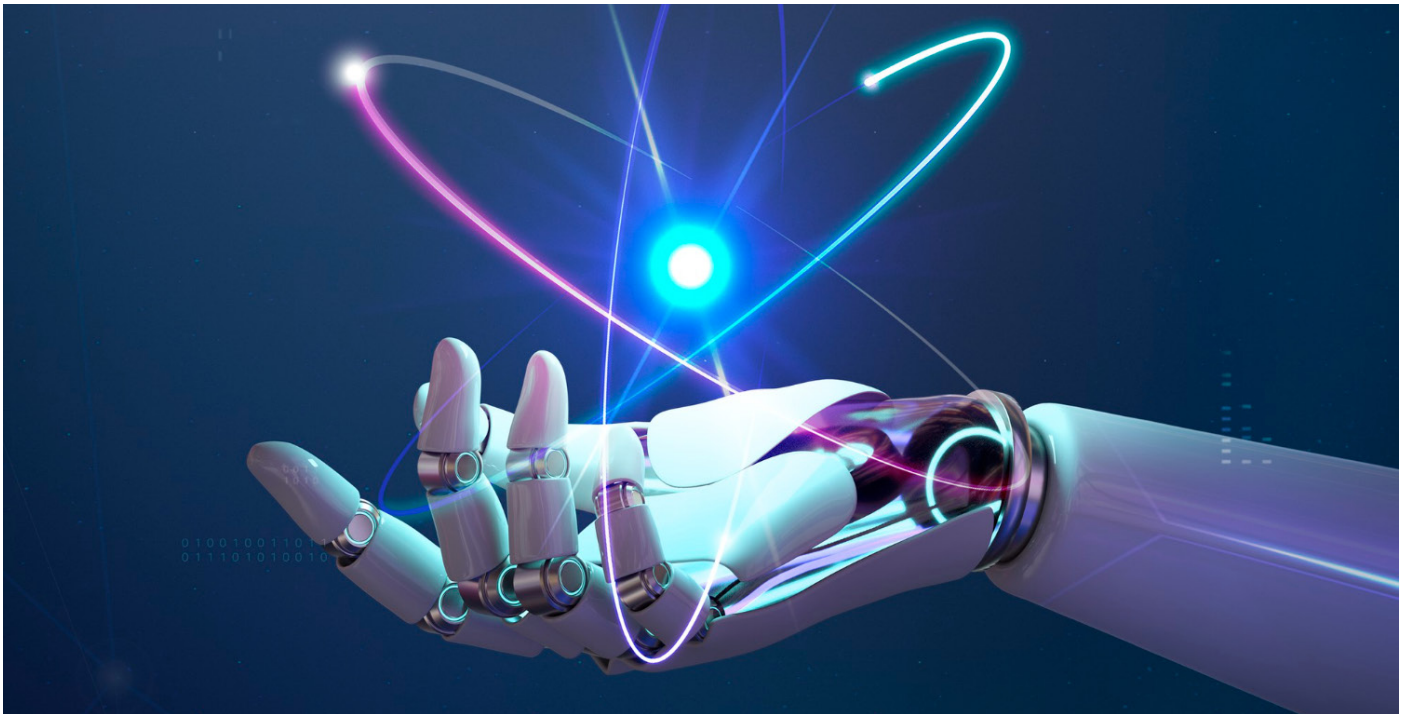
This includes;

- Adaptive learning platforms.
- Virtual learning environments.
- AR and VR training experiences.

### AI in learning analytics

This includes;

- Learning outcome prediction.
- Content recommendation and curation.
- Employee engagement and success analytics.



## AI in HR Operations and Analytics

### AI in HR process automation

This includes;

- Robotic Process Automation (RPA) for HR tasks.
- AI-driven document and contract management.
- Chatbots for HR service centers.

### AI in workforce analytics

This includes;

- Workforce optimization and scheduling
- Talent mobility and succession planning
- Diversity and inclusion analytics

### AI in HR strategy and decision-making

This includes;

- AI-driven talent strategy formulation
- HR data analytics and visualization
- Predictive analytics for workforce planning

The applications of AI in HR Management are vast and have the potential to revolutionize the way HR practitioners approach their daily tasks and long-term strategies. By embracing AI and incorporating it into various HR processes, you can not only streamline your operations but also create a more engaged, productive, and successful workforce. As the role of HR continues to evolve, staying ahead of the curve and harnessing the power of AI is no longer optional but a necessity for HR professionals who want to thrive in the ever-changing world of work.



# Emotional Connection – The Key to Employee Engagement and Retention

**Julia Kushemererwa Singa**  
HR Specialist-Employee Relations &  
Staff Care (Medical Teams International)

**E**mployee engagement according to a 2020 Gallup study reduces absenteeism by 81%, employee turnover by an average of 30% while it increases customer loyalty by 10%, profitability by 23% and quality by 41%.

But what does an engaged employee actually look like?

An engaged employee is one who has a strong mental and emotional connection towards their workplace and is invested in its success.

## **On the other hand;**

Emotional connection in the workplace is all about high quality relationships based on mutual trust, respectful interaction and shared interests.

From the definition, you can see that building an emotional connection with employees is one side of building employee engagement. Often times, the emotional connection that employees have towards their leaders, supervisors or managers directly translates into the emotional connection they have with the organisation. In this article, I share 5 things any workplace can adopt to build a strong emotional connection.

## **1. Set the right foundations**

A story is told of a manager who referred to his supervisee by the wrong name every day until the staff resigned. One would wonder if the manager

thought of that staff as a unique contributor or just one other team member. Another story is told of a supervisor who asked his supervisee why he was late. The supervisee said, “I had to take my son to hospital.” Only for the supervisor to reply, “I didn’t know you had a child.” Did the leaders in the two stories miss opportunities to build emotional connections? Absolutely. So,

How do you see your employees? Are they a means to an end? Are they just numbers? Or are they individuals?

Individuals with a past, a present and a future. Individuals with hopes, dreams and fears. Individuals that are the greatest assets of your organization. The best foundation for emotional connection is to make deliberate effort to know your employees at an individual level.

## **2. Become a growth cheerleader**

Some leaders want to outshine their teams. This is a flip of the right order of things. A strong team automatically makes the leader strong. A strong leader with a weak team is eventually seen as a weak leader. Encourage your team members to grow, propose learning sessions, trainings or courses they can take to gain more skills and knowledge. That learning will be used to improve team performance. Once the team shines, so will you as their leader.



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### **3. Allow and work towards autonomy**

No one wants to feel that they are being watched 24/7. When you agree on tasks and goals, allow your employees to work independently and come to you when they need to consult. Definitely you will need to set some monitoring timelines. Those timelines shouldn't be daily though. Autonomy builds mastery and enhances trust. When your team feels that you trust them, they will do more and better. To build autonomy, you also need to invest the time and other resources to enable your employees develop the skills and knowledge they need to execute their tasks well enough without constant supervision.

### **4. Recognize and appreciate strengths**

Recognition and appreciation are great contributors to employee motivation. No matter how much you pay your employees, if they don't feel recognized and appreciated, their engagement will always be low. Human beings have a desire to be praised. Praise the efforts and achievements of both individuals and teams publicly. Let your team know when you are proud of them. It will fill them with the right kind of pride. The one that makes them want to do more and do better.

### **5. Facilitate meaningful interactions**

Some leaders build silos while others build teams. Silos make meaningful interactions impossible as people are suspicious of each other, and they keep their masks (not Covid-19 masks) on. They hide their true identity. That includes their potential and strengths which the rest of the team would benefit from. Meaningful interactions involve truth telling, candid conversations about what people are both happy and not happy about. Meaningful interactions also enable staff to bond beyond the work. In a 2021 study by Wildgoose, it was found that 57% of people say that having a best friend at work makes their work more enjoyable and 21% say that friendship makes them more creative.

Employee engagement without emotional connection is superficial and short lived. Engaged employees are the real assets of any organization.

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# Show Me You Care – The Reason Why Employees Choose to Stay

**Juliet Mpiima**  
**HR Practitioner**

*Almost every relationship starts with an invitation and promise for a mutually beneficial future, however it is held by the faith and show of good intentions even before the promises are delivered.*

It is often said that people are the most valuable assets in the organizations, however the reality in many instances they will not be the number one priority in business decisions. This has led many organizations to take a deliberate step towards creating a work culture that is continuously monitored through employee engagement initiatives to address loyalty, experience, inclusion and productivity among other things.

Over time, many studies have been conducted to try to understand the Temperature of Employees in an organization within a given time and the Gallup's employee engagement survey is one of the widely renowned and used research. In their 12 Question survey, the Gallup tool 'checks-in' with an interesting question/statement seeking to confirm if you have a best friend at work. We all know the greatest part of the day is spent at work with various people interactions. If one does not have even one friend at work, it would mean they spend 8-10hours each day interacting with strangers' year in, year out- what a sad person they would be! In a recent publication from McKinsey & Company by Alice Damonte, Elizabeth Ledet, Daniel Morales, and Sarah Tobey "The next competitive advantage in talent: Continuous employee listening", they explore the impact of

listening to the Employee's Voice and Opinions through a weekly pulse check as a key component of the McKinsey continuous listening strategy. The people analytics collected from these 'check-in's identified employees' key concerns during the height of the pandemic period. These included financial and childcare concerns and the impact of remote work on mental health, inclusion, and productivity. Among other things, this weekly pulse check demonstrated employee experience including enthusiasm about their work and the organization, and sustainable lifestyles; sharing their need for support.

Ted Kitterman of the Great Place to Work in his blog on 'How Employees Say Companies Show Care' reviews their research on PEOPLE Companies That Care list for 2022, in which the insights showed that the best companies invested in employee well-being, pushed for equitable and inclusive work environments, and helped workers give back to their community.

When choosing an employer, or when trying to attract a great hire, we always front the employee benefits that are part of the organization's policy. Some of these include health care insurance, life insurance, holiday allowances, cafeteria, extended leave periods etc. Most organizations adopt the bare minimum as stated in the Employment Act; the others leverage from global market best practice and offer above. For example, companies like Uganda Breweries

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Limited, and Standard Chartered Bank, are known for longer maternity leave periods of six and five months of paid maternity leave. Other companies like Andela, took on agile working as a way of life as the normal with their teams working remotely across the world even after the COVID 19 Pandemic. These very attractive policies directly communicate the organization's deliberate stand on employee value proposition.

The connection between the person and the work they do has been known to motivate employees' immensely. When choosing to give their best at work, or going over and above the call of duty, comes easily to an employee, who knows that his/her work is valued and the organization cares for their well-being. Providing of meaningful work to employees relates directly to the job satisfaction experience and subsequently their decision to stay with the employer. Meaningful work experience centers on the work that gives an employee purpose and relates, or fulfils their current and future career aspirations. This is often explored during performance and development discussions where the perception of the contribution an employee makes because of his/her work is actual from their evaluation and feedback.

There are very many ways for organizations to show that they value their employees, and many have actively been on this journey to show care openly through their policies, and practices. The real relationship though that makes the difference is that one between the employee and their supervisor. That is where the intimacy of how an organization shows care and concern. The charge of the responsibility of living the culture is through demonstration of these values in the everyday interactions.

**Ms. Juliet Mpiima is a radical HR Practitioner and a talent nurturer.**

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# HEALTH, FITNESS AND FUN CORNER



## Get Ready for the HRMAU Sports Gala!

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**PHRMAU, CHRP, Rika Andrew  
Kaweesa Ssebwalunnyo HR Business  
Director Professional Development**

**F**or ages, HR experts have scheduled teambuilding exercises for their companies, but they never take an active role on Dee-days; just like a mother who prepares a meal for the guest and keeps on her toes to make sure everything is well. But the question that has always been asked is, “Who takes care of a caretaker? Who takes care of HR?”. Well, here it is. Human resources (HR) professionals in Uganda are gearing up for an exciting new event in August - the HR Sports Gala. This event is the first of its kind and is set to bring together HR professionals from across the country for a day of friendly competition and networking.

This event is being organised by the Human Resources Manager’s Association of Uganda (HRMAU) who recognized the need for a forum where their peers/members could come together and bond over their mutual love of sports. The HR Sports Gala will allow HR professionals to participate in team-building activities and take part in the action.

The event will feature a range of sports, including football, basketball, volleyball, relay races, tag of war, kwepena, bottle filling, and egg race. Participants will be divided into teams and given unique team names based on HR functions like;

Talent management, Performance Management, and, Learning and Development. Participants are expected to cheer each other on and celebrate their successes in a vibrant and competitive atmosphere.

Aside from the sports, the event will also feature a networking session where participants can connect with each other and share best practices. HR professionals from different companies will be able to exchange ideas and learn from each other's experiences. All in all, the HR Sports Gala promises to be a unique and exciting event that will bring HR professionals together in a new way. It will provide a platform for participants to showcase their athletic abilities, build stronger relationships with their colleagues, and gain a new perspective on the value of team-building activities.

HR professionals have always been in charge of organising company activities, and rarely actively participate. Although, we encourage our staff to practice work-life balance, as well as to take time off and engage in physical activity, very rarely do we do so. To address this, HRMAU looks forward to making the HR Sports Gala an annual tradition, and intend to expand it to include more sports and participants in the future as well as, make it an inter-association.

In conclusion, I encourage all our members to turn up on the 26th of August 2023 at Makerere University Business School to participate in the first-ever Human Resources Manager's Gala so that they are counted among the pioneers. I also invite various partners and sponsors to join us in preparing for this historic occasion.

It is the first of its kind and promises to create a one-of-a-kind platform for HR professionals to network and demonstrate their athletic abilities. The organisers are excited about the event and hope to see it grow and improve in the coming years.





## Workplace Wellbeing: Who Cares for HR?

**Emily Aneno Byaruhanga**  
HR Business Partner Amref Health Africa,  
Uganda and South Sudan Chairperson NGO  
HR Network in Uganda

Prior to the Covid pandemic, HR professionals played core roles in supporting the employees steer through both personal and organizational challenges. HR professionals in the NGO sector just like all other professionals go through stressful moments. Juggling between life and work remains a challenge for the HR professional. At the workplace HR is expected to have it all and carries all the burden of staff from personal, health, emotional and work.

In different circumstances, the NGO sector is faced with a big challenge of projects closing due to end of donor funding. The longer funding opportunities last 5 years and as years advance, the project phase out process begins and the bar lies with HR to ensure smooth transition. HR has the responsibility of notifying staff and in some incidences the responsibility of writing their own phase out letters. Project closure is a stressful and uncertain time for both employees and HR. Through the project phase outs and closures, HR professionals are required to continue to work diligently to keep employees engaged, productive and resilient.

In times of crisis, stress, and uncertainty, employees know they can turn to HR for support

and guidance. The question is...*Who can HR turn to?*

HR professionals go above and beyond to support employees during challenging times. They get exhausted before they can get to all of their professional and personal responsibilities.

It is easy to forget that HR is equally impacted by stressful situations just like all employees, only that they lack a designated support system.

HR Professionals have a direct line into how people in an organization feel. Because of this, it can be easy to feel like other employee needs come before their own. Balancing personal and professional challenges becomes increasingly blurred during periods of crisis for HR professionals.

It should be noted that HR professionals are equally at increased risk of burnout, disconnect, and decreased engagement due to the ongoing pressures of dealing with any changes in the organization. HR burnout can be detrimental to an individual's mental health as well as the overall wellbeing of an organization.

## Prioritize HR wellbeing

Due to important ethical standards and the need to maintain professional boundaries around work relationships, most HR professionals cannot reach out to colleagues for support.

Within organizations, HR professionals are the only individuals who are party to distressing and difficult information. Their isolated position means their support needs are normally neglected.

Even though HR professionals may not have a designated point of contact to go to for support in organizations, there are a number of resources available to help HR professionals find a sense of community, support, and wellbeing despite the stressors of a crisis.

**Below are a few mentioned;**

**i. Connect with an internal support system:** HR professionals can identify and connect with their manager and other leaders in the organization to get support. It should be noted that, we're all humans first, and there's no particular formula for dealing with a crisis or stress.

**iii. Join and be a part of the HR Networks:** While a manager is a great resource to help provide guidance, backup, and overall support, they may not understand the particulars of the HR field or have answers for some of the questions HR professionals face. For this reason, it's critical to seek out communities of HR professionals; e.g. NGO HR network,

HRMAU, HR Funhouse. Reach out to individuals within these communities to build a more intimate support group. Whether it's merely checking in with one another, bouncing ideas off each other, sharing templates resources, or holding each other accountable, these peers can empathize and support one another on HR matters.

**iii. Walk the talk of self-care:** HR professionals are good at encouraging employees to take time off, take care of themselves, and disconnect at the end of their day. However, HR professionals work longer hours while neglecting their self-care. This not only sets a confusing example for employees but is a fast track to burnout. HR must follow their own advice and walk the talk of best practice self-care. This will enable a better connection with the team and provide realistic ways to look after themselves.

**iv. Commit to daily norms:** When working from home, it can be easy to skip lunch, stay inside, or even forget to use the restroom. Commit to three daily norms to build healthy self-care habits. These could include making time for exercise, enough hydration, short 10-15-minute breaks, or a "phones down" rule during family time. Support these norms by blocking time on the calendar, or setting alarm reminders.

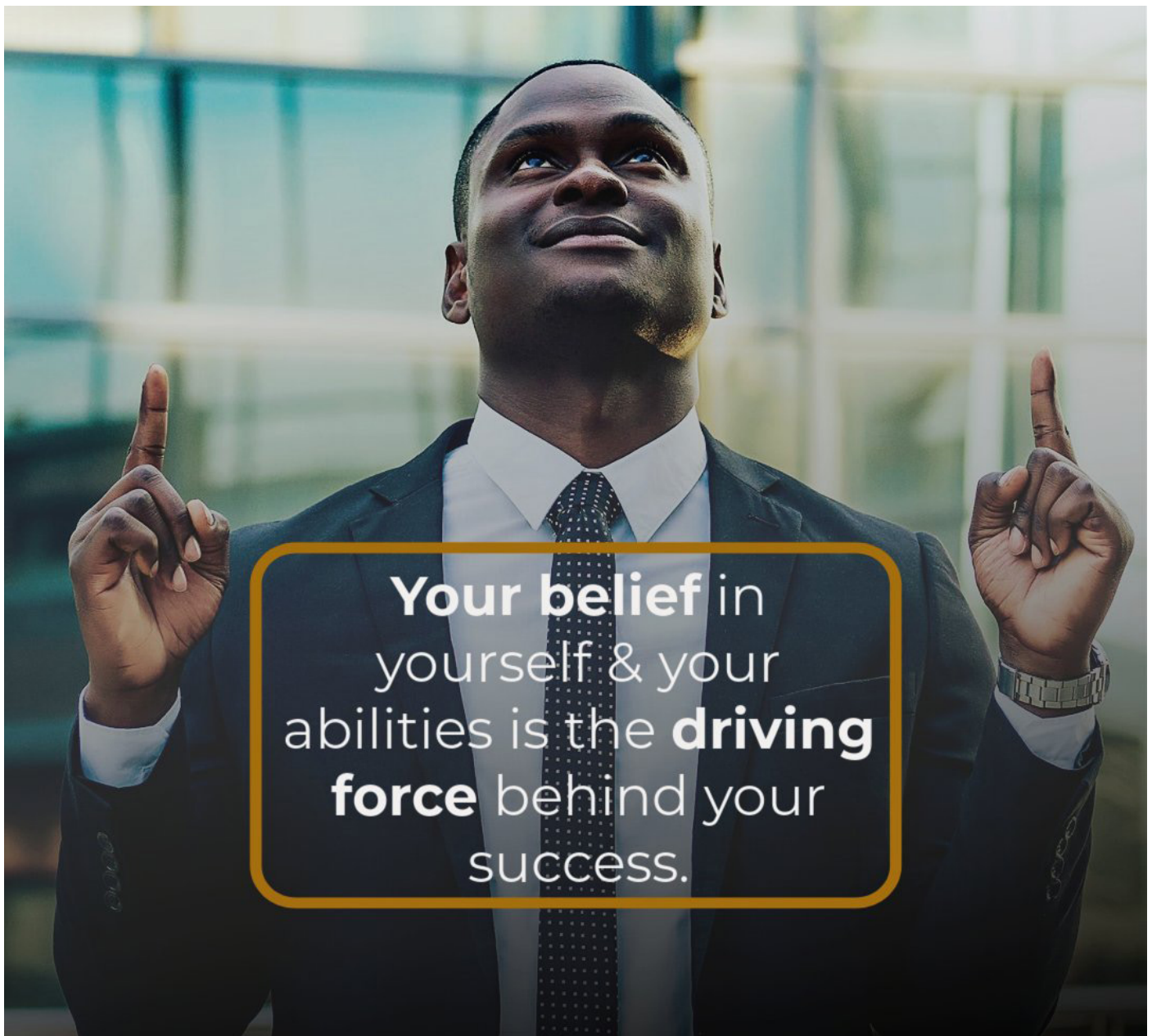
**v. Stick to boundaries:** It's crucial to know personal limits and commit to them. It isn't uncommon for employees to bring their personal and professional problems directly to HR to solve or to use the meeting as an avenue to vent. HR professionals should understand that as an individual, one can't handle every single problem during a crisis alone.

**vi. Conversations to start with what support is required.** While employees may need to feel listened to, come up with a solution, bounce ideas around, or receive guidance. It's crucial to that HR professionals give people clarity on the amount of time available to them and which challenges they can assist with.

a. Use coaching techniques to help people develop their own solutions. Encourage employees to seek additional help from their manager or other leaders and tap into external support with trained professionals.

b. Be clear on personal borders, including the type of support and amount of time available, and encourage them to take responsibility for their next actions.

Conclusively, despite a lot being out of HR's control, HR professionals must find ways of managing expectations and communicating with leaders, prioritizing their own wellbeing and using the available resources they often recommend to others, but rarely use themselves. Always remember that in an emergency situation, we cannot help others fit an oxygen mask until after we put our own on. This too applies during crises at work. HR professionals need to fit their own mask on first.







## Nutrition (Keeping Fit)- How Managers Can Better Take Care of Their Health

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**Shamim Walusimbi**  
Vice President (HRMAU)

**A**s obesity cases continue to rise globally, it's more important than ever for people to take charge of their health and wellbeing. I, Shamim Walusimbi, a high-powered manager currently working as a Global Recruitment Consultant at Aldelia Global Manpower, understand firsthand the need for managers to take better care of their health. Despite my demanding job and busy schedule, I have made it a priority to maintain a healthy lifestyle and also to challenge myself both physically and mentally.

I am no stranger to taking risks and pushing myself outside my comfort zone. I am an adrenaline junkie at heart and am known among my circles as one that seeks out thrills like skydiving, bungee jumping, scuba diving and swimming with sharks in different parts of the world during my free time. My love for adventure isn't just about getting adrenaline rush - it's also about challenging myself and discovering what I am capable of.

On my first attempt to climb Mountain Rwenzori, I faced physical and health challenges and was only able to reach over 4000 meters above sea level after six days of strenuous trekking. This experience motivated me to embark on a three-month wellness challenge with Nella Organics and Vessels fitness, which involved eating right and exercising on a daily, including marathon

walks with the Mountain Slayers of Uganda, in preparation for her second challenge - climbing Mount Elgon.

In only three days, I successfully summited Mount Elgon, a remarkable achievement that highlights the importance of setting new challenges and prioritizing wellness. My experience is a powerful reminder that even in the midst of a busy work life, it's important to make time for self-care and to strive for personal growth.

As a leader with a following of over 10,000 on LinkedIn, I understand the importance of leading by example and encouraging my colleagues to take care of their health. By promoting healthy habits and fostering a culture of wellness in the workplace, managers can help their employees feel happier, more productive, and more engaged on the job.

One key aspect of maintaining good health is proper nutrition. I will admit that my busy schedule often makes it difficult to make time for healthy meals and snacks during the workday. However, with planning and preparation, it's possible to fuel the body with nutritious foods that provide sustained energy and mental clarity. I make it a point to bring healthy snacks like fresh fruit and nuts to work, and also takes advantage of corporate wellness programs that provide

healthy meal options on site.

In addition to physical health, mental health is also crucial for managers. Having done some charity work during the festive season at Butabika National Referral Mental Hospital in December 2022, upon observing the patients suffering from mental illness, I realized that the best way to combat mental health is to prevent it through managing burnout and regularly connecting with nature.

Ultimately, the key to maintaining good health as a manager is to make it a priority and be intentional about creating healthy habits. By challenging oneself, staying active, and fueling the body with nutritious foods, managers like myself can set an example for their team members while creating a culture of wellness in the workplace.





# About The Human Resources Fun House

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**Emmanuel Otim**  
President-Human Resources  
Fun House

The Human Resource Funhouse (HRFH) is a social networking club for HR practitioners. Many times, HR professionals spend resources and time to ensure that their staff are well taken care of but many times forget about themselves.

In today's fast-paced and competitive work environment, mental health has become a crucial concern for professionals. Very often fun is overlooked in the HR Practitioners schedule however in the HRFH setting we integrate **mental wellbeing** in everything we do.

Through our various platforms, members have an opportunity share their experiences, challenges, advice and coping strategies. HRFH also encourages open discussions and a safe space for individuals to express themselves. The Funhouse has also gone ahead and grouped members into smaller groups popularly known as *Kikoosi*. The **Kikoosi concept** keeps members closer and enables quick response when necessary.

The funhouse organizes **Wellness** events where members participate in games, karaoke competitions, networking and lots more. These activities help members to manage stress, network and enhance their overall well-being.

We appreciate the PEOPLE FOCUS newsletter for giving us an opportunity to share our concept with all members. Endeavour to make fun part of your work life balance.

## SOME OF OUR PARTNERS



Electronic issuing of training certificates



Job Matching, Discounted Rates for Members, Joint Webinars



Support & sponsorship of HRMAU Members and activities



Health & Well-being



Running of benefits ,compensation surveys and joint training activities



Diversity and inclusion, Gender certification



# In Loving Memory

The Human Resource Managers Association Of Uganda, still sorrows and remembers the passing of one of our members **Sheila Ninsiima Teesga**, who passed away on **Thursday 1<sup>st</sup> June 2023**.

Our hearts still remain with the bereaved family.

*May your soul continue to rest in Peace.*

*Amen*





## PEOPLE FOCUS

# NEWSLETTER

## ADVERT RATES



	HRMAU MEMBER	NON MEMBER
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<b>HALF PAGE</b>	500,000=	800,000=
<b>QUARTER PAGE</b>	300,000=	500,000=

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# HRMAU Sports Gala!

Save  
the Date





**26<sup>th</sup> August, 2023**

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