

# PEOPLE FOCUS

## NEWSLETTER



# NEW YEAR NEW OPPORTUNITIES

### IN THIS ISSUE

**2ND ANNUAL HR CONFERENCE HIGHLIGHTS**

**PROFESSIONAL CALENDAR 2026**

**NAVIGATING THE 2026 TALENT LANDSCAPE**

**PUBLIC SPEAKING; A WORKPLACE SURVIVAL SKILL**

# EDITOR IN CHIEF



**H**appy New Year, Colleagues,  
A new year often comes with a renewed sense of hope, fresh energy, and the excitement of what lies ahead. As we step into 2026, I am encouraged by the shared optimism across our HR community and the collective commitment to grow, lead, and make a meaningful difference. It is with this spirit that I warmly welcome you to the **Q4 People Focus Edition**.

This edition gives us a moment to pause and reflect on a year we can truly be proud of. Together, we achieved milestones that strengthened our community and elevated our profession. From the excitement of the Sports Gala that strengthened bonds beyond the workplace, to the Annual HR Conference that challenged our thinking and elevated professional dialogue, and the HR Dinner that brought us together in celebration, among many other memorable moments, 2025 reminded us of the power of connection, collaboration, and people-centered leadership.

I would like to extend my heartfelt appreciation to our dedicated editorial team. Their passion, creativity, and commitment behind the scenes ensure that People Focus remains relevant, insightful, and inspiring. This magazine continues to be a platform where ideas are shared, voices are amplified, and the evolving HR story in Uganda is told with purpose and pride.

Last year, we also made deliberate efforts to strengthen the HRMAU brand and extend our reach. By working closely with various media houses and increasing our visibility across social media platforms and traditional media, our voice grew stronger and more influential. The growth we witnessed in engagement and followership is not just about numbers—it reflects trust, relevance, and a growing community that believes in the role HR plays in shaping organizations and society at large.

As we look ahead, **2026 presents a powerful opportunity to create even greater impact**. It is a chance to lead bold conversations, influence policy and practice, and continue positioning HR as a strategic driver of organizational success. I invite each of you to be part of this journey—by sharing your insights, contributing your experiences, and actively engaging in the work that shapes the future of our profession.

Thank you for being part of HRMAU and for consistently putting people at the heart of everything you do. Here's to a year of purpose, progress, and people-first leadership.

Moses Waswa - Director, Public Relations and Marketing

# THE PRESIDENT



**D**ear Esteemed HRMAU Members,  
Welcome to a new year that promises to be fulfilling, purposeful, and prosperous. I thank you for your continuous support to the association and congratulate you for participating in all our activities last year.

Our flagship event last year was the 2nd Annual HR Conference, which brought together over 200 participants that reaffirmed HRMAU's role as a trusted convening platform for thought leadership, learning, and collaboration. Beyond the conference, we successfully hosted continuous professional development sessions, member engagement forums, policy conversations, and strategic stakeholder engagements, all of which contributed to advancing the voice, visibility, and relevance of the HR profession in Uganda. I sincerely thank our members, partners, sponsors, and stakeholders whose support made these milestones possible. At an individual level, I congratulate you—our members—on the professional strides you made in 2025.

As we move forward into 2026, HRMAU remains firmly focused on shaping the future of HR in Uganda. One of our key priorities remains the HR Bill, which is still under review by Parliament and the line Ministry. While the process continues, I want to assure you that the Association remains actively engaged and committed to advocating for a legal and professional framework.

I am pleased to share encouraging progress on the CIPD agenda. HRMAU is working towards establishing a CIPD Centre that will serve our members by expanding access to globally recognized professional development pathways and certification.

Our HRMAU Council elections are scheduled to take place at the end of Quarter One 2026, and I warmly encourage members who are passionate about leadership and service to consider offering themselves for elective positions. With the recent constitutional reforms, there are important changes affecting elective positions and eligibility for the Governing Council. I urge all potential candidates to take time to familiarize themselves with these reforms early and to reach out to the Secretariat or current leadership for clarification and guidance. Leadership renewal is essential to sustaining the momentum and integrity of our Association. Let's continue engaging with our platforms for more information on the election roadmap.

As we journey through 2026, we invite you to participate in our planned activities to elevate our profession, influence policy, and champion people-centered leadership across Uganda.

*I wish you a year of growth, impact, and successful endeavors.*

Ronald K. Bbosa - President, HRMAU

# TABLE OF CONTENTS

Highlights from the 2nd Annual HR Conference	5
Appreciation	16
Professional Development Calendar	18
Congratulations to Newly Elected MPs	21
HR Fun House	24
Member Articles	28

If you would like your article to be featured in the next edition, please send it through email to [connect@hrmau.org.ug](mailto:connect@hrmau.org.ug) with the subject

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

Editorial Team: Andrew Kawesa Ssebwalunnyo | Dorah B. Baguma | Brian Musisi | Emmanuel Otim

# HIGHLIGHTS FROM THE SECOND ANNUAL HR CONFERENCE

## THEME: HUMAN RESOURCE AS AN ENABLER: LEADING CHANGE, UNLOCKING POTENTIAL, AND SUSTAINING GROWTH

**P**eople are your most important asset next to the brand. They make or break the business. Human Resource professionals are the coaches and strategy catalysts, therefore understand your organization's vision and bring it to life.

Human Resource professionals are enablers of change, architects of culture, and champions of sustainable growth. The future of work is being shaped by the conversations happening right now.

It's important that you ensure that you are not disjointed from the organisation's vision but align your solutions according to the needs of your teams.

When implementing any solution, remember they apply to everyone. Our resilience is very different, don't apply it across the 2000 plus workers in your organisation.

### KEY MESSAGES

- a) Equip managers as career coaches, not career gatekeepers. Lead as coaches not gatekeepers. Lead from a place of learning.
- b) We need to have value exchange. Employees now mind the employer brand. How are you perceived in the market?
- c) If agility became your company's next KPI, what would success look like in the 12 months?
- d) Mental health is still stigmatized. Warm up to the EAP service provider through town halls. Allow your supervisors to watch the signs that need attention.
- e) Career agility is the ability to continuously learn, adapt and reinvent yourself, it bridges potential and performance.
- f) As Human Resource professionals, we need to;
  - Revisit our organograms and reorganize job roles.
  - Plug in relevant data to the job roles.
  - Merge and reprioritize different roles.
  - Become part of the process that redesigns curricula. Ensure the curriculum meets the industry needs.

Invite the Ministry of Gender and the Federation of Uganda Employers as we align the curriculum.

- There is need for a cross-sector platform that brings together accountants, lawyers, human resource professionals, and other sectors.

g) As HR Professionals move from Resistance to Engagement, there is need to follow the steps below;

- Resistance is a sign there is lack of information not defiance. Listen and empathize before persuading.
- Co-create solutions and involve people early.
- Clarify the why, connect change to shared purpose.
- Build trust (This is not an overnight affair)

h) HR Professionals need to lead with resilience by doing the following;

- Model calmness and adaptability under pressure.
- Foster psychological safety, allow for ideas and emotions to be voiced safely.
- Prioritize learning and wellbeing. You can't pour from an empty cup.
- Be future fit. Upskill and purpose to get digital skills and financial skills.
- Focus on long-term vision amidst short-term uncertainty.

## CALL TO ACTION

People are more willing to experiment as opposed to moving upwards.

1. **Assess:** What are your current skills and gaps?
2. **Act:** Build your employer.
3. **Adapt:** Create and define intentional cultures that reward.

Human resource managers should ensure training programs are not just theoretical but practical.

- There is need to collaborate with educational institutions to ensure skill gaps are filled. The collaboration should also cut

across sectors to unlock human potential and build systems that sustain growth.

- Develop actionable tools for immediate implementation in the workplace.
- Work intentionally within the ecosystem to improve skills development.

There is need to be compliant as far as the law is concerned. Compliance IS CHEAP; non-compliance is very costly. Compliance is not a nicety to have since you are dealing with employees.

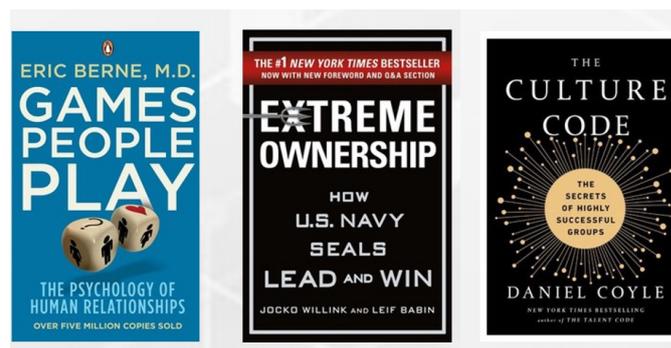
## GLOBAL TRENDS TO WATCH

- a) Artificial Intelligence will disrupt the market. Don't resist it, use it to your advantage.
- b) Generative Artificial Intelligence has rapidly transformed the job market, impacting technology and non-technology roles alike.
- c) Remote jobs are on the rise. There is also a rise of a workforce that prefers contract based/gigs.
- d) Digital skills are a core competence.
- e) The Gig Economy is projected to rise to 4 billion dollars in ten years.

Artificial Intelligence is not replacing Human Resource rather it is upgrading it. It is therefore important that organizations build internal Artificial Intelligence capacity that will survive the next decade.

Every company needs its own AI, not a generic chatbot, but a model trained on its people, processes, values, and performance history.

## BOOKS RECOMMENDED TO THE MEMBERS



# FROM RESISTANCE TO RESILIENCE: LEADING CHANGE IN A DYNAMIC WORLD

BY PAUL RUGAMBWA, HEAD OF HUMAN RESOURCES,  
INFECTIOUS DISEASE INSTITUTE



## INTRODUCTION: OUR CURRENT REALITY

Mr. Rugambwa shared about the changes that have happened in the workplace since 25th January 2025 and their effect on staff around the world, with constant shifts in funding priorities and donor landscapes.

He spoke about the reality of VUCA (Volatile, Uncertain, Complex and Ambiguous) in the workplace and the results caused by immense technological advances including use of Artificial Intelligence and Chat GPT.

He shared about the workplace today with evolving workforce expectations and the need for hybrid workplace models that cater for our well-being and inclusion.

## POST PANDEMIC LESSONS

- We are now exposed to fragility and adaptability in people and systems.
- There are blurred personal boundaries and heightened emotional strain.  
We are now in the era of change in how we manage people.
- Change fatigue and burnout emerged as risks.
- Resilience became a human imperative, not just an operational one.

## WHY WE RESIST CHANGE

- Fear of the unknown or loss of control.
- Change fatigue or lack of trust.
- Misalignment with values or unclear communication.
- Lack of visible personal or professional benefits.
- Anxiety.
- Past experiences (negative)

## HOW DO WE MOVE FROM COPING TO THRIVING

As Human resource professionals it is mandatory that we learn that we are dealing with hearts, so we need to lead with empathy and grow our emotional intelligence.

We need to appreciate and change from uncertainty, anxiety, and fatigue. Mental well-being drives engagement, creativity and retention.

The speaker shared their experience with an Employee Assisted Programmes provider from April 2003 with needs ranging from coaching, counselling to mention but a few. He mentioned that it was mentally exhausting for the Employee Relations manager who had to manage over 3,000 staff affected by the Trump announcement. As an organization they had to normalize conversations around stress and vulnerability.

## HOW DO WE MOVE FROM RESISTANCE TO ENGAGEMENT

Resistance is a sign there is lack of information not defiance. Listen and empathize before persuading. Co-create solutions and involve people early. Clarify the why, connect change to shared purpose. Build trust (This is not an overnight affair)

## LEADING WITH RESILIENCE

- Model calmness and adaptability under pressure.
- Foster psychological safety, allow for ideas and emotions to be voiced safely.
- Prioritize learning and wellbeing. You can't pour from an empty cup.
- Be future fit. Upskill and purpose to get digital skills and financial skills.
- Focus on long-term vision amidst short-term uncertainty.

## MOVING FROM VUCA1 TO VUCA2

There is need to move from

- a) Volatility to Vision.
- b) Uncertainty to Understanding.
- c) Complexity to Clarity and
- d) Ambiguity to Agility.

## MOVING FROM SURVIVING TO THRIVING

As organisations we need to move from surviving to thriving by ensuring the following;

- a) **Purpose alignment:** anchor all change in the mission and vision.
- b) **Agility:** build flexible systems and rapid response loops.
- c) **Learning culture:** ensure continuous upskilling. During tough times, continuously upskill and drive culture.
- d) Communication and collaboration; transparency builds trust.
- e) **Scenario thinking:** prepare people for multiple futures not one plan.

## EMPLOYEE ASSISTED PROGRAMMES(EAP) AS STRATEGIC RESILIENCE TOOLS

None of us has enough money to carry us through resilience. We need to engage EAP service providers. The EAP providers can provide services including;

- a) Counseling and Emotional support.
- b) Manager coaching.
- c) Wellness Programs.
- d) Critical Incident responses.
- e) Issues like Data Insights: What are our staff struggling with?
- f) Integrate Wellbeing into change strategy

**Head:** Clear direction and vision.

**Heart:** Emotional awareness and support.

**Hands:** Equip team with the tools, including EAP and learning.

### CALL TO ACTION

- a) Create Feedback Sessions: Develop a culture of speaking up. Listen to your teams through town halls or other feedback sessions.
- b) Map stakeholders with their emotional and practical impact zones. How do you satisfy all your stakeholders because their expectations are different.
- c) Communicate transparently and celebrate small wins.
- d) Encourage learning and upskilling especially in digital spaces.
- e) Integrate EAP into Leadership and Human Resource strategy.

*True leadership is tested in chaos*

### KEY MESSAGE:

“We must model calmness and adaptability under pressure.”

Human Resource Professionals should ensure they are not disjointed from the organisation’s vision but that they are aligned.

Align your solutions according to the needs of your teams.

When implementing any solution, remember they apply to everyone. Our resilience is very different, don’t apply it across the 2000 plus workers.

Mental health is still stigmatized.

Warm up to the EAP service provider through town halls. Allow your supervisors to watch the signs that need attention.

# AGILE HR OPERATING MODELS: FLEXIBILITY, HYBRID AND REMOTE WORK, AND WORKFORCE DESIGN DESIGNING HR PROCESSES, POLICIES AND STRUCTURES TO ADAPT RAPIDLY TO CHANGING EXTERNAL CONDITIONS

BY CHRP-K GRACE NZULA FOUNDER AND LEAD  
CONSULTANT AT ATARAH SOLUTIONS LIMITED



*The future is not remote or hybrid. It's responsive!!*

**AGILE Human Resource Is about four areas;**

- How can we be flexible? It doesn't have to start on Monday. It can start today. Flexibility isn't just about hybrid schedules. It's about choices and outcomes.
- How can we be adaptable? Are we ready to adapt?
- How can we improve? We must always seek to improve. We always have something we can do better. What one thing can we improve daily?
- How can we be efficient? How can we deliver better.

Agile models are customer focused so we can deliver results.

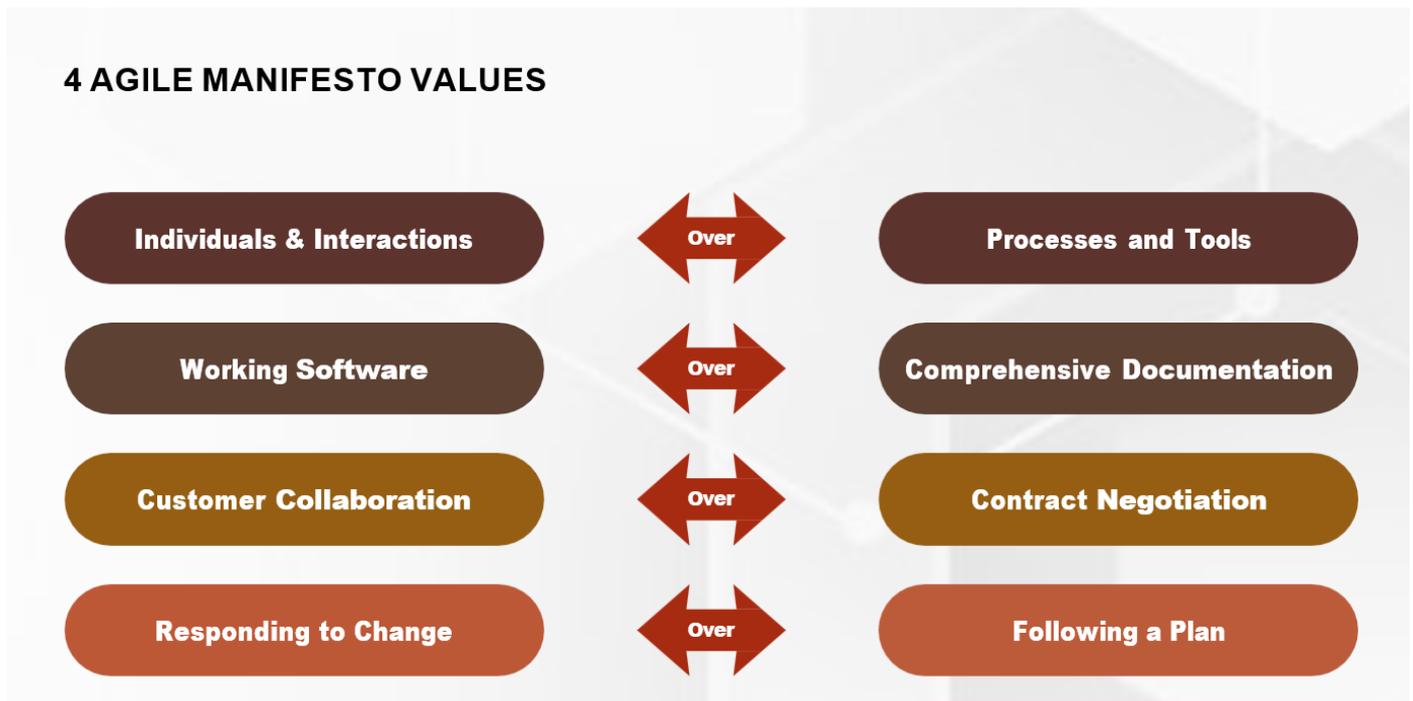
Agile Principles are;

- Move from process to people. Ensure not to miss processes.
- From control to trust

3. From rules to responsiveness. We need a shift of mindset. Don't get stuck with rules, become responsive. Rules are important as they balance us off, we need to respond to the world of work.
4. From hierarchy to collaboration. Collaboration is the new capital. In Agile models, collaboration needs to happen across departments and business. Human beings are expensive. We need to justify why we are cost centers.

Work Design in an agile era is about Jobs → skills,  
 roles → projects,  
 employees → talent ecosystems.

5. From best practice to best fit.



## AGILE MODELS

- A) Flexible work environment is about choices and outcomes not just hybrid schedules. Flexibility isn't about number of hours we work.
- B) Hybrid work. Does your team have freedom to deliver results?
- C) Remote work; culture beyond walls.

## WORKFORCE DESIGN

- From workplace planning to workforce design;
- You need to be skills first, not role first. Ensure to switch mindset, papers don't give results. Skills give results.
- Ecosystem mindset – employees, gig workers, AI, automation.

## BUILDING YOUR AGILE HR ROADMAP

1. Audit your current Human Resource Processes.
2. Start small.
3. Build digital literacy.
4. Train managers in leading hybrid/remote teams.
5. Co-create policies with employees.
6. Use data to guide workforce design.

### 4 AGILE MANIFESTO VALUES

Psychological  
Safety

Encourage  
Experimentation,  
Learning and  
Failure

Introduce  
Continuous  
Feedback Circles

Leaders as  
Coaches  
not Controllers

### HUMAN RESOURCE AS AN ENABLER OF CHANGE

- a) From support function to strategic transformation partner.
- b) From enforcing policy to enabling performance.
- c) From process to purpose.

### MANAGING TRANSITION AND CHANGE;

- A) Accept – Let go of how good it used to be.
- B) Adopt – Stay grounded in reality. During transitions, ask yourself, what is my reality now?
- C) Advance – Trust your instinct.
- D) Acknowledge – Look for the silver lining.

Human Resource is an enabler of change; we therefore need to;

- a) Dance with change, don't fight it.
- b) Design around people, not policies.
- c) Use agility as a mindset, not a buzzword.

# 2ND ANNUAL HR CONFERENCE: SPONSOR ENGAGEMENT



# 2ND ANNUAL HR CONFERENCE PICTORIAL HIGHLIGHTS



# THE HR GLAMOUR DINNER PICTORIAL HIGHLIGHTS



## APPRECIATION TO THE 2ND ANNUAL HR CONFERENCE SPONSORS



*Stanbic Bank's Head Learning and Development (Uganda) Ms. Grace A Muwanguzi receives appreciation from HRMAU Staff*



*Absa bank Human Capital Director Mr. Henry Tumusiime receives appreciation from HRMAU staff*



*Bank of Uganda officials during the appreciation visit*



*Vivo Energy's Head of Human Resources Mrs. Rebecca Amoding Rukidi receives appreciation from HRMAU staff*



*Harris international team in the middle; Mr. Samuel Hooper, Head of Marketing and Ms. Rosemary Nakuya, Human Resource Director, receive appreciation from HRMAU Staff*



# ANNUAL HR CONFERENCE



Uganda Revenue Authority  
DEVELOPING UGANDA TOGETHER



Stanbic Bank



## THANK YOU!

For Making the Conference A Huge Success





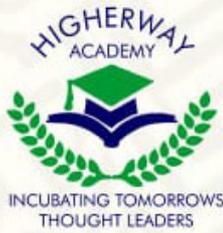
## PROFESSIONAL DEVELOPMENT CALENDAR Q1-Q2 2026

PROGRAM	DATES OF TRAINING	INVESTMENT	FORMAT	CDP POINTS
Key HR strategies or interventions that will help you win as a Business Strategic partner.	22 <sup>ND</sup> JAN 2026	FREE	ONLINE	1CDP
Personal branding through Social media	06 <sup>TH</sup> FEB 2026	FREE	ONLINE	1CDP
Understanding the Management & Operations of Retirement Benefits Schemes in Uganda	20 <sup>TH</sup> FEB 2026	FREE	ONLINE	1CDP
Personal Financial Management.	05 <sup>TH</sup> MARCH 2026	FREE	ONLINE	1CDP
Annual General Meeting (Members' Annual Meeting)	19 <sup>th</sup> MARCH 2026	FREE	PHYSICAL	10 CDP
HR for non-HR Managers-(The evolving role of line managers)	24 <sup>TH</sup> - 25 <sup>TH</sup> MARCH 2026	600,000 UGX	PHYSICAL	10CDP
5th Annual HR Strategy Boot Camp	25 <sup>TH</sup> -28 <sup>TH</sup> MARCH 2026	950 USD	PHYSICAL (SOUTH AFRICA)	10 CDP
Labour Day Theme: Social Justice, Decent Work, the Future of Work, Digitalization, Gender Equality, and workers' rights	1 <sup>ST</sup> MAY 2026	FREE	ONLINE	1CDP
International HR Day Theme: "The Architecture of New Work," AI Integration," "Future-Proofing Careers," and "Human-Centric Leadership,"	20 <sup>TH</sup> MAY 2026	FREE	ONLINE	1CDP



## PROFESSIONAL DEVELOPMENT CALENDAR Q2-Q4 2026

PROGRAM	DATES OF TRAINING	INVESTMENT	FORMAT	CDP POINTS
Labour & Employment Law Conference	21 <sup>ST</sup> -22 <sup>ND</sup> MAY 2026	1,000,000 UGX	PHYSICAL	5CDP
Mental Health	29 <sup>TH</sup> MAY 2026	FREE	ONLINE	1CDP
HR for non-HR Managers-(The evolving role of line managers)	11 <sup>TH</sup> -12 <sup>TH</sup> JUNE 2026	600,000 UGX	PHYSICAL (JINJA)	3CDP
HR Risk Identification & Mitigation	25 <sup>TH</sup> JUNE 2026	FREE	ONLINE	1CDP
Chartered HR Business Partnering	13 <sup>TH</sup> -17 <sup>TH</sup> JULY 2026	1800 USD	PHYSICAL	10 CDP
Procedures for undertaking an effective HR Audit	30 <sup>TH</sup> JULY 2026	FREE	ONLINE	1 CDP
4th Edition of HR Sports Gala	22 <sup>ND</sup> AUGUST 2026	FREE	PHYSICAL	5CDP
Global Conference Human Resources Africa	AUGUST 2026	TBC	PHYSICAL (GHANA)	10CDP
Integrating ESG into HR policies & practices	3 <sup>RD</sup> SEPT 2026	FREE	ONLINE	1CDP
The Young HR Professional Summit	18 <sup>TH</sup> SEPT 2026	200,000 UGX	PHYSICAL	5CDP
Chartered HR Metric & Analytics	21 <sup>TH</sup> -25 <sup>TH</sup> SEPT 2026	\$ 1800USD	PHYSICAL	10CDP
3rd Annual HR Conference	11 <sup>TH</sup> -12 <sup>TH</sup> NOV 2026	1,300,000 UGX	PHYSICAL	10CDP
HR Reveal Awards	13 <sup>TH</sup> NOV 2026	300,000 UGX	PHYSICAL	5CDP



Human Resource  
Managers' Association of  
Uganda



# 5TH ANNUAL AFRICA'S H.R. PROFESSIONALS STRATEGY BOOTCAMP

**THEME: BLUEPRINTS FOR RAPID ORGANIZATION CHANGE**

**(Riding Rapid Change in a Human - Technology Driven World)**  
*Digital Transformation, Leadership, Culture and HR Operational Excellence.*

 **25th-27th  
March 2026**

 **Cape Town,  
South Africa**

## FEES

**- \$950**  
(excl Accommodation)

**- \$1,550**  
(Incl Accommodation)

For more Info & Registrations, Call us on: +256 702 371 021

Email: [bmusis@hrmau.org.ug](mailto:bmusis@hrmau.org.ug)

## Supporting Partners



INSTITUTE OF  
PEOPLE MANAGEMENT  
MALAWI (IPMM)



# *Congratulations*



**TO THE NEWLY ELECTED WORKERS'  
MEMBERS OF PARLIAMENT**

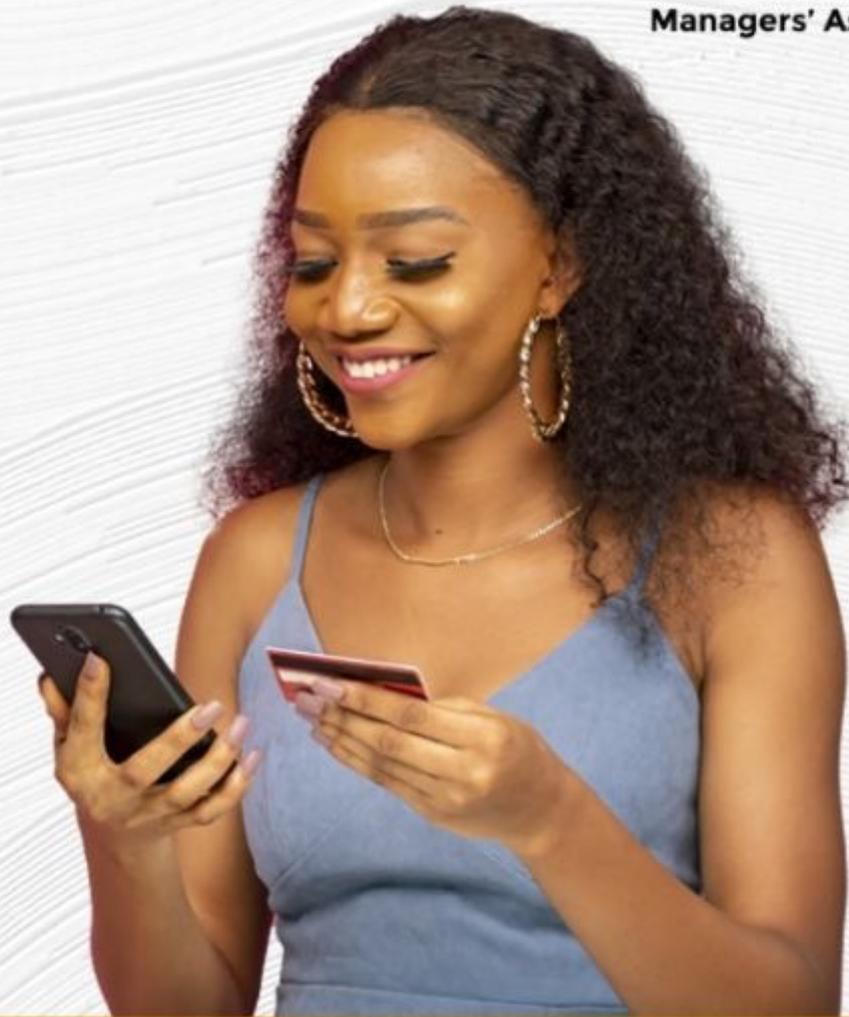
*Hon. Margaret Namubiru Rwabushaija*

*Hon. Arinaitwe Rwakajara*

*Hon. Annet Birungi*

*Hon. Gilbert Agaba*

*Hon. Fiona Nakku*



# 2026 MEMBERSHIP RENEWALS ARE NOW OPEN!

Stay part of the community. Renew your HRMAU membership now and beat the January stress

Send invoice requests to

[connect@hrmau.org.ug](mailto:connect@hrmau.org.ug)

Pay Via



# APPOINTMENTS



*New Role*  
CONGRATULATIONS  
**Dorothy Nangobi**  
Head of HR and Training  
BRAC NGO



*New Role*  
CONGRATULATIONS  
**Barbra Kimpi**  
Principal Human  
Resource Officer  
NARO



WELCOME  
**TO HRMAU**  
**Bob Trubish**  
Director Human Resource  
and Administration  
Capital Markets Authority(CMA)



*New Role*  
CONGRATULATIONS  
**Ruby Engena  
Obote (Mrs)**  
Human Resources  
Development Manager,  
Quality Chemicals  
Industries



WELCOME  
**TO HRMAU**  
**Mutetsi  
Immaculate**  
Human Resource Manager  
NLS waste Services



**Racheal Dumba**  
Non-Executive  
Director MOMO

# RECHARGING, REFLECTING, CELEBRATING: HR FUN HOUSE UNWINDS



*The HR Fun House*

A year is more than just a measure of time; when unpacked, it consists of 12 months and countless days that unfold to make it whole. For the HRFH, the year 2025 was full, rich with experiences and defining moments. It was a year of beginnings and new challenges, milestones achieved, shared laughter and memes, moments of sorrow, seasons of ill health, healing, and undeniable miracles. Each of these events was significant to us as a community of HR practitioners. Together, we embraced them all, supported one another, and rose above every challenge. And on November 19th, 2025, we finally paused gathering at Naguru Skyz Hotel to wind down, reflect, and celebrate the journey we had shared.

Under the theme ***“The HR Funhouse Wind-Down Party,”*** HR practitioners from the mighty HR Funhouse turned up and truly showed off. Set against the calm backdrop of a sparkling poolside, the evening unfolded as a beautiful reminder that even the most dedicated practitioners deserve moments to pause, reflect, and practice self-care, refilling the cup that pours endlessly into serving other stakeholders throughout the year.

Under the solid leadership of HRFH President Joel Kafiire, supported by his mighty EXCO comprising Vice President Winnie Busingye, Treasurer Marion Violet Kusonyiwa Ndiwalana, Secretary General Dorah B. Baguma, PR and Resource Mobilisation Joseph Duku, and Committee Members Nsamba Wilberforce and Joel Omwansu the team meticulously planned and ensured that every aspect of the event was seamlessly executed with guidance from the HRFH EXCO Advisors Allan Musoke (a.k.a. Thee Sokee), HRFH President Emeritus Emmanuel Otim, and Esther Regina Nampijja.

*“The continuity of HRFH greatly depends on each member. The unwavering support and love shown toward HRFH are deeply appreciated, as is the invaluable contribution of our sponsors who made this event possible.”* Kafiire Joel, HRFH President.

The year began with the ushering in of the current HRFH EXCO at Zone 7 on **February 23, 2025**, marking the opening of a new leadership chapter. It was an eventful year, highlighted by several major activities. Among them was the **HR in the Wild Party**, held at the Great Outdoors, where members embraced the animal print and jungle-themed dress code. This was followed by the **HR and Culture Heritage Fest** at the Ndere Cultural Centre, where members proudly showcased traditional cultural attire. The HRFH members were also engaged in different **Kimeeza sessions** during the year that sparked meaningful conversations around personal finance, marriage, mental health, and general well-being. **The People and Culture Chronicle Podcast** served members with a series of insightful conversations on HR practice and practical guidance on navigating difficult conversations at the workplace on YouTube and other HRFH socials. The year also featured **prayer night sessions**, offering spiritual nourishment and collective intercession for our members. These prayers bore fruit, with miraculous healings witnessed among three HRFH members who had been admitted to the ICU. In moments of joy, the community rallied to support three of our members as they found their soulmates, successfully organizing and celebrating their weddings together. On a more somber note, we lost one of our own, the **late Daniel Tugume Kakabiro**, an HRFH member who also served as a committee member on the HRMAU EXCO. He will forever remain in our hearts. May his soul rest in eternal glory.

The HRFH wind-down party, adorned with the theme **“Suspenders and Sparkles,”** was a dazzling celebration of class, elegance, and timeless style. It was a tribute to the resilience

of our members, the grace with which they navigate life’s challenges, the agility with which they rise above every trial, and the light they continue to radiate, sparkling with hope at the end of every tunnel. The HR poolside set up became a stage for vibrant energy and effortless magic. Conversations flowed freely, beautiful memories were shared, and bonds were formed in a relaxing space. It was an evening that allowed practitioners to step away from their daily routine and reconnect as members united by shared values, purpose, and pride in the HR profession.

The evening provided members with the opportunity to express appreciation for one another, truly embracing the idea that sharing is caring. Each member was paired with an Accountability Partner under the HRFH AP ideology, taking on the role of a secret Santa. This initiative was designed to spark creativity and highlight the power of gifting in strengthening bonds within the community.

Reward and recognition are key performance indicators in the HR practice, and this event brought theory to practice. As part of winding down the year, individuals who made significant contributions to HRFH were celebrated and rewarded in their respective categories.

- **Support Pillar** - Otim Emmanuel
- **Vibing with Purpose** - Nasser Kaaya Mayombwe
- **Rising Star** - Shallon Ninsiima
- **Sponsor of the Year** - Rachel Dumba
- **Exco Member of the Year** - Joseph Duku
- **Miracle Queen** - Sophie Jjemba
- **Miracle King** - Henry Kibirige
- **Kikosi Leader of the Year** - Marion Namono
- **Unsung Hero** - Victor Mulondo

Each award told a story of commitment, innovation, and recognition, not just of achievement, but of the passion that drives the HR Funhouse forward.

The joy on the recipients' faces reflected a shared appreciation for excellence, dedication, and the hard work that drives the HRFH community forward.

In every sense, it was a better way to wind down the year: purposeful yet relaxed, elegant yet fun, and rooted in connection. A night of unforgettable memories sealed with a marriage proposal by one of the members to his forever to be, and we toast to their love story chapter. The MCee duo of Joseph Duku and Christine Abwaka, with poise and flair, amplified the vibe and sparked celebration all evening.

To every member who showed up—thank you for being part of this celebration and for bringing meaning

to our shared connection. And to our sponsors, namely: True North - Platinum Sponsor, Britam Insurance, Uganda Breweries Ltd, C-Care, MUA Insurance, Hariss International, Moving Ads, Skyz Hotel, Jays Fashion Store, Ashley Motors, Credo Management, Utopia, and Maestro Studio. Your generosity spoke louder than words. We sincerely thank you for trusting us in this partnership and look forward to many more collaborations in 2026 as we champion well-being initiatives for our HRFH community as we vibe with purpose.

*Article written and compiled by Joseph Duku and Joel Omwansu.*



*Service with class, style and purpose*



*HRFH Accountability Partners Ideology. To gift and to be gifted*



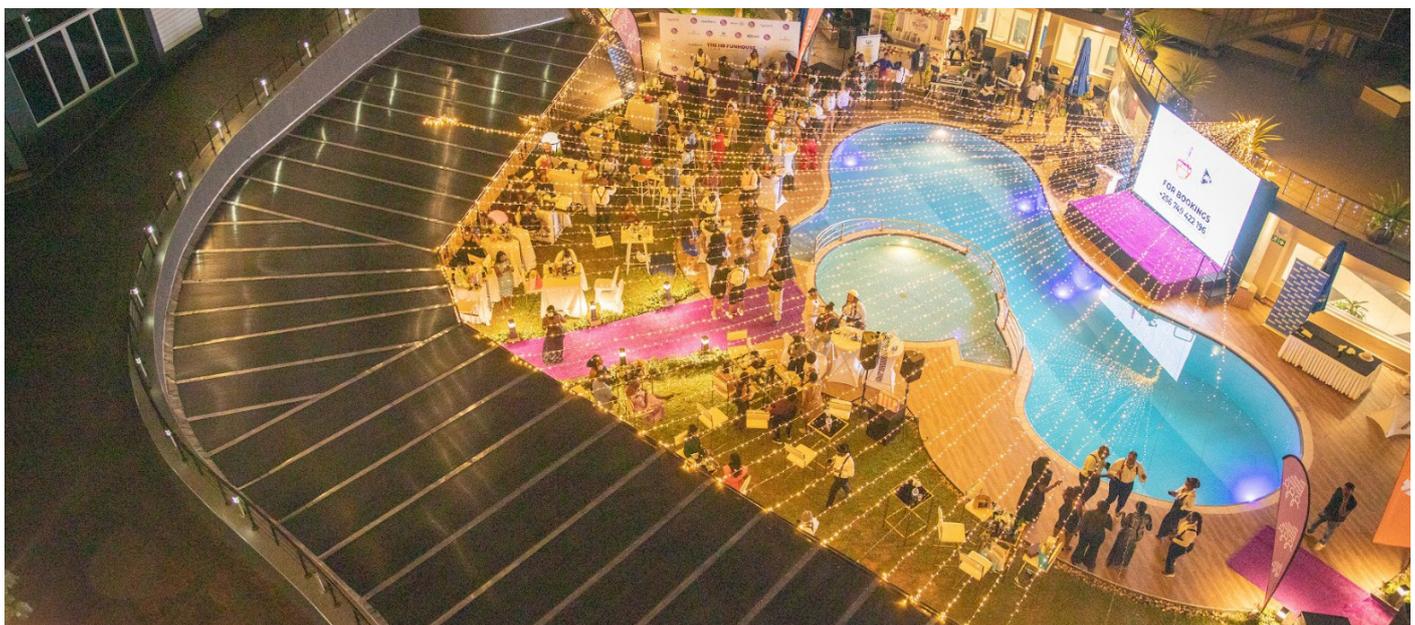
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*When the mood is right, vibing with purpose becomes inevitable*



*The glow of our 2025 HRFH journey*

# Member Articles



## Navigating the 2026 Talent Landscape: Data, Diversity, and the AI Revolution

Gladys Rwabuhemba, PR Manager  
Brighter Monday Uganda

The Ugandan labor market is no longer defined by a simple search for candidates, but by the strategic navigation of vast human potential. For HR professionals, the “People Focus” has long shifted from manual screening to orchestrating a high-tech, skills-first ecosystem. At **Brighter Monday Uganda**, our analysis of **92,000 applications** reveals a market that is hungry for efficiency, inclusivity, and verified competency.

### The Pulse of the Market: Where Demand Meets Supply

Despite the rapid digitization of the economy, the core drivers of Ugandan business remain constant. We have seen an overwhelming concentration of talent seeking roles in three powerhouse sectors, **Admin and Office (6,078 applications)**, **Accounting, Auditing, and Finance (5,945 applications)**, and **Sales (4,999 applications)**. This massive volume of data highlights a critical challenge for 2026: with nearly 100,000 applicants vying for these roles, traditional recruitment methods are no longer sustainable.

This local surge aligns with the [World Bank's latest Uganda Economic Update](#), which projects robust growth of over 6% as the country prepares for oil production. For HR leaders, this means the pressure to find “right-fit” talent quickly is at an all-time high as companies scale to meet macroeconomic opportunities.

## Bridging the Gender Participation Gap

Our data also provides a vital snapshot of diversity. Currently, we see a gender distribution of 55% male and 45% female applications. While this 10% gap is narrowing, closing it remains a strategic imperative. According to [McKinsey & Company](#), accelerating progress toward gender parity could boost African economies by 10% of their collective GDP. By actively encouraging female participation in high-demand sectors like Finance and Sales, Ugandan HR leaders are not just hitting diversity targets; they are unlocking the full economic potential of the nation's workforce.

## It's all about Skills in 2026!

One of the most defining shifts in 2026 is the transition from "Credentialism" to "Competency." Traditional academic credentials are being supplemented by verified skills, a trend the [LinkedIn 2025 Workplace Learning Report](#) confirms by noting that a "skills-first" approach can expand a company's talent pool by up to 6 times.

At BrighterMonday, we have seen this impact firsthand through our Gen-Kazi project, in partnership with the Mastercard Foundation. To date, we have trained over 130,000 Ugandan youth in market-relevant soft and hard skills. The market's response has been phenomenal: the demand for these skilled individuals has already resulted in over 30,000 successful placements. This data proves that when HR managers prioritize verified capability over just "years of experience," they unlock a pipeline of productive talent that is ready to deliver from Day 1.

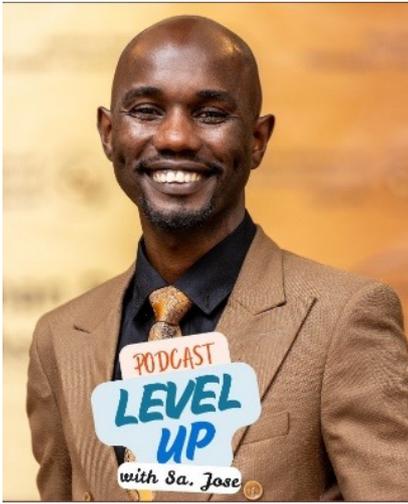
## AI as a Strategic Partner, Not a Competitor

2026 is the year AI has moved from a "future concept" to a daily HR co-pilot. Rather than replacing the human touch, AI is being used to filter the noise. The [WEF Future of Jobs Report](#) indicates that over **85% of organisations** now view AI as a primary driver of business transformation.

Candidates are already ahead of this curve. Our AI Career Tool has empowered 12,977 applicants with AI-driven CV optimization and interview preparation. These candidates arrive at the interview stage better prepared and more aligned with the specific requirements of the job. For HR practitioners, working with AI—not against it—allows the technology to handle technical screening so that the final selection can focus on what AI cannot replicate: emotional intelligence, cultural alignment, and leadership potential.

## Conclusion: The Road Ahead

The 2026 talent market belongs to the agile. By embracing the high volume of applications, prioritizing verified skills through initiatives like Gen-Kazi, and leveraging AI to streamline the hiring workflow, we can turn the challenge of scale into a competitive advantage. The future of HR in Uganda is data-driven, gender-inclusive, and powered by the perfect synergy of human insight and machine efficiency.



## Public Speaking is a Workplace Survival Skill

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***“You can have brilliant ideas, but if you can’t get them across, your ideas won’t get you anywhere.” – Lee Iacocca, former CEO, Chrysler***

**A**s a young boy, I grew up extremely shy, struggled with self-esteem, and found it difficult to express myself clearly, especially in the English language. Speaking in front of people was something I avoided whenever possible.

My first real awakening came during my Senior Six vacation, while doing “kyeyo” some informal work at Makerere University Business School (MUBS). My work was to receive students’ applications, file them, write their names on the files, and arrange them in alphabetical order. So, I was expected to communicate clearly with students (many of whom were my agetates), answer questions, give directions, and explain things confidently. It was a very hard paper for me. I quickly realized that no matter how willing I was to work, my effectiveness depended entirely on how well I could communicate. When I later joined Makerere University, public speaking and communication moved to the top of my personal development priorities. I got to know early that knowledge alone would not be enough. After completing my engineering degree and entering the workplace, I quickly noticed that many technically brilliant engineers like myself struggled with the same thing I had struggled with while working at MUBS. They had the competence but they could not express their ideas clearly, present solutions confidently, or speak up in professional settings.

Several years later, as my career path brought me into HR field, I came into organizational decision-making spaces, boardrooms and had access to see behind the curtains of people management and organizational behavior and the pattern repeated itself at a higher level.

I saw how confidently articulated ideas shaped decisions, influenced direction, and built trust. I also saw capable professionals remain unheard for lack of voice.

That journey spanning engineering, corporate environments, and HR, made it clear to me that public speaking & communication was a workplace survival and leadership skill, and not just a “nice-to-have” skill.

And now, having spent years training the skill and in public speaking spaces across leadership forums, conferences, corporate boardrooms, staff engagements, community platforms, and high-

level strategic meetings, I have watched people communicate under pressure in very different ways. I have seen confident leaders struggle to explain a simple idea; brilliant professionals go unnoticed because they could not express their thinking clearly and also seen quiet individuals change the direction of a room with a single, well-articulated contribution.

From an HR perspective, public speaking rarely shows up as a formal problem but rather appears in subtler ways:

- Managers who struggle to explain change
- Employees who avoid speaking in meetings
- High-potential staff who remain unnoticed
- Misunderstandings that escalate into conflict
- Engagement initiatives that fail because the message never landed

Most of the time, we treat these as performance or attitude issues yet from experience, many of them are communication gaps.

Many times, as HR professionals, we are deeply invested in leadership development, employee engagement, technical skills, professional qualifications and culture. Yet one of the most powerful tools for influencing all these, “the ability to speak clearly and confidently”, often receives minimal attention.

Always remember that employees and management follow clarity and confidence and follow leaders who can explain what is happening, why it matters, and what is expected next, and not just titles.

When HR leaders struggle to communicate, trust weakens and when they communicate well, even difficult messages are easier to accept.

The good news is that public speaking is a learnable skill.

As many of us already may know, good speakers are not born but rather are trained.

## 8 TAKE AWAYS

1. Leaders who are perceived as strong communicators are more likely to be trusted, promoted, and followed, even when technical competence is equal. Your leadership becomes visible through effective public speaking and communication.
2. Poor communication is a hidden cost to your career.
3. When you invest in your public speaking skill, you become a clear thinker and confident communicator.
4. If you are in a position of influence in your organisation, you need to position public speaking & communication as a core leadership and people capability, as this will strengthen your organization's leadership presence across levels, unlock hidden talent, improve meeting effectiveness and also support smoother change management within.
5. The ability to speak clearly is a leadership responsibility.
6. Ideas only change organizations when they are expressed.
7. Clarity creates confidence and this confidence creates trust.
8. Peter Drucker once noted that the most important thing in communication is hearing what isn't said. Public speaking ensures what matters is actually heard.

Every organization is full of ideas that are never expressed, concerns that are never raised, potential that is never seen among others.

For HR professionals committed to building strong effective impact and leadership, the skill of public speaking is not an optional skill but a MUST acquire one. Give it time in 2026.

**Happy New 2026.**



## Why Team Building Matters

Winnie Atabaruyo, Certified John Maxwell Speaker, Trainer & Coach | Co-Founder at Ant feet Ltd; A People Development Consultancy Firm

When I wrote an article on 10 reasons why employees hate company team building events five months ago, I received comments from employees who agreed with 8 out of the 10 reasons. The number one reason was that team building has been dubbed as another compulsory HR event that everyone must attend. This is akin to eating a meal devoid of any taste and flavour, but which must be eaten simply because you are hungry. As if this isn't enough, the games are most likely to be sack race and egg spoon race with management hardly taking part in activities. With such a perspective and sometimes a reality for certain teams, team building truly then remains just another HR event.

On the contrary however, team building activities have been proven to effectively improve communication, trust and collaboration among teams if done well over time. The quality, relevance and integration of activities to problems experienced at the workplace is key to enabling employees appreciate team building activities. Games should be well thought through following a pre needs survey and tied to core values and issues with clear set goals and infused with fun in a play-based learning approach. The activities must find a balance between management and employee expectations. Whereas management would like to see value for money beyond the food and drinks, employees would like a fun filled out of office non-superficial bonding with

colleagues. With managements participation in the activities, this approach creates a fun learning experiences which compound over time into a great team culture.

A common mistake for management is to assume that a one-off team building is a solution to team blockages which often result from leadership shortfalls. Whereas team building may seem like a good and easy idea, it is akin to temporarily soothing a wound and unless a skilled facilitator addresses the core issues at hand, the wound often becomes worse. Team buildings activities are great but must be tailored for the right context. This is because when done right, periodic team building activities have the potential to enhance employee engagement by creating a healthy work environment for teams to thrive. Activities must go beyond the usual to be creative and tailored for different teams and employee expectations must be considered to create a unique blend and experience.

In summary, effective team building isn't about just sack race and egg spoon race, but goes beyond simple icebreakers to foster trust, improve communication, and boost productivity. Team Building is about being able to strategically and creatively design activities which create shared experiences among teams that builds essential skills and relationships for better synergies at the workplace.

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