



# PEOPLE FOCUS

## NEWSLETTER



## FUN AS HRMAU MEMBERS HOST THEIR FIRST SPORTS GALA

### IN THIS ISSUE

HRM  
PROFESSIONALS BILL

UNVEILING NEW  
PARTNERSHIPS

EA HR  
SYMPOSIUM

MEMBER  
ARTICLES



**D**ear Members,  
I hope this message finds you in good health and high spirits. As we commence the last quarter of the year, I am delighted to bring you the second edition of our association's newsletter.

It gives me immense pleasure to present this newsletter as a platform to connect, inform, and inspire our esteemed members.

In this edition, you will find diverse topics that cater to our varied interests and needs. From industry trends and best practices to member spotlights and upcoming events, we strive to capture the essence of our association and provide you with content that is both informative and thought-provoking.

As the Editor-in-Chief, I would like to express my sincere gratitude to our contributors who have generously shared their expertise and experiences. Their contributions have enriched this newsletter and made it a valuable resource for all.

I also want to take a moment to acknowledge our members' unwavering support and collaboration towards this newsletter. Your active participation and feedback have been instrumental in shaping the direction of this publication. We encourage you to continue sharing your ideas, suggestions, and success stories with us, as we believe that our collective wisdom will further strengthen our association and benefit us all.

I invite you to dive into the pages of this newsletter and explore the wealth of information it offers. Whether you seek inspiration, professional development, or a sense of connection, we believe you will find something that resonates with you.

Lastly, I would like to extend a warm invitation to all members to contribute to future editions of our newsletter. Your expertise, insights, and stories are invaluable, and we will be honored to showcase them. In case you are interested in sharing your knowledge, experience or even some tips with fellow members, please feel free to connect with our editorial team.

Again, thank you for your continued support and for being an integral part of our association. Let us embrace the opportunities ahead and work towards a brighter future.

Wishing you all the best,

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

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



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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.

## MESSAGE FROM

# THE PRESIDENT



It's an exciting thing to say, "Welcome to the People Focus Newsletter for Quarter Three 2023!" It is my great honor and delight to greet you all.

We have found ourselves amid remarkable triumphs and opportunities sometimes disguised as challenges during the last quarter. Together as HR leaders, we have pushed through and, will continue to find new and better ways to serve and support the transformation of HR practice in our country.

I appreciate all our contributors and encourage members to use this platform to advance HR knowledge, skills that we need as professionals. We will continue to use all different avenues to ensure we deliver value to our members. This quarter we entered structured partnerships with Makerere University, Brighter Monday and Strathmore Business Institute to further strengthen and supplement other capacity building initiatives that further entrench our mission as a community of practice. I invite us to take advantage of the programmes that will come out of these important engagements.

The 5 th East African HR Symposium is here, and its my honor to invite you to fully participate in this upcoming event. We have invited international speakers from South Africa, Belgium, Nigeria, France, Tanzania, Kenya plus our own industry experts from Uganda. This symposium promises to be an extremely valuable event for our members that will climax with the HR Reveal awards on 17 th of November 2023. Kindly look out for our communication and participate.

During the quarter, Parliament granted leave to the Workers' Representative, Hon. Margret Rwabushaija, to introduce a private member's Bill entitled, "The Human Resource Management Professionals Bill 2023." We salute the contributions of all stake holders and all previous Governing Councils on the earlier drafts that enabled this reality. We implore the HR Fraternity to provide technical, and logistical support during consultative meetings which are under way before the bill is re-tabled for consideration.

We continue to register growth in our membership which now stands at 1,223 members at end of September 2023 compared to 857 at the start of 2022 (30% increase). I salute the Governing council, the HRMAU Secretariat and entire Membership upon this achievement. Thank you for making our Association your Career Partner of Choice.

Last but not least, we had our first ever HR Sports Gala in August 2023. We registered participation from close to 200 members which is a further testimony of your professional passion. We look forward to hosting more Sports and fun filled activities to ensure our members network while ensuring their health is taken care of.

*I wish you success in the last Quarter of 2023.*



**Ronald K Bbosa - President**



# THE 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 Ssebwalunnyo



**Director Programs**  
James Walusimbi



**Committee Member**  
Stello Mbekeka



**Committee Member**  
Joyce Nakalema



**Committee Member**  
Leticia Iguma



**Student Representative**  
Sharifa Nabatanzi

# COUNCIL AND SECRETARIAT UPDATES

## FUN AS HRMAU MEMBERS HOST THEIR FIRST SPORTS GALA

The HRMAU held its first sports Gala on August 26th, 2023 under the theme “*Healthy Living for Enhanced Productivity*”. This event was aimed at enabling networking and ensuring members met in a fun-filled environment.

Members were divided into four teams namely; Performance Management, Talent Management, Learning and Development and the Total Reward.

The Guest of Honor Hon. Margaret Namubiru Rwabushaija amidst so much cheer and happiness appreciated all the members for participating. She was so The overall winner for the day was Team Performance.



The Guest of Honor Hon. Rwabushaija makes her remarks at the event.





*If positive vibes was a person, Learning & Development was this*



*We might not have a chance to slay, so the time is now!!!*



*Referee we are ready for the Caterpillar challenge-Team Total Rewards*

# CELEBRATING HR EXCELLENCE

## A Heartfelt Appreciation for the Inaugural HR Sports Gala Participation



What started as a dream, turned out to be the most exciting day, for the HR Professionals in Uganda. The silent heroes who are always working behind the scenes in their different companies were in the front seats at our inaugural HR Sports Gala, what an exciting moment! Today, we take a moment to shine a spotlight on the HR members who recently participated in the inaugural HR Sports Gala. This event not only showcased your athletic prowess but also highlighted your dedication and teamwork.

In the world of HR, where we are often tasked with handling complex people management issues and ensuring the well-being of our organization's most valuable assets – its employees, it's crucial that we also take time to come together as a community and celebrate our unity and camaraderie outside the workplace. The HR Sports Gala provided the perfect platform for us

to do just that. Whether you were competing on the field, cheering from the sidelines, or simply sharing laughter and stories over refreshments, your presence and active involvement contributed immensely to the sense of unity and belonging within our HR community.

Your determination and sportsmanship demonstrated that the qualities we value in our HR professionals extend beyond the boardroom. The ability to work as a team, show resilience in the face of challenges, and exhibit grace in both victory and defeat are traits that reflect the very essence of what it means to be a part of the profession.

Once again, thank you for your participation and for being shining examples of HR professionals who not only excel in the workplace but also embrace the spirit of unity and sportsmanship. I look forward to next year's sports Gala, which I believe will be bigger and better as we witness the continued growth and success of our HR community.

Last but not least special thanks to the Sports Gala organizing committee. Mr. Emmanuel Otim, Mr. Peter Odongo, Mr. Allan Musoke, Ms. Susan Nampala, Ms. Florence Nabbika, Mr. John Barasa, Mr. Ronald Bbosa(President) and Mr. Brian Musisi.

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*Andrew Kawesa Ssebwalunnyo*  
*Director Professional Development*  
*HRMAU.*





# THANK You!

Special appreciation goes to our sponsors and Partners,  
a big thank you to all the HRMAU members and  
participants who contributed to the success of  
the inaugural HR Sports Gala.

## Sponsors



# HRM Professionals Bill 2023 Tabled in Parliament

The Worker's Representative Hon. Margaret Rwabushaija was granted leave to introduce a private member's Bill entitled, "The Human Resource Management Professionals Bill." The Bill is intended to establish the Human Resource Management Institute with its council as a regulatory body, which will oversee the registration of members of the institute, the professional conduct of human resource management professionals and disciplinary measures for any misconduct.

Hon. Rwabushaija said that the Bill is timely as there is currently no legal framework to regulate the human resource management function. "The absence of the regulatory body to set and enforce the required professional standards for the effective movement of the most critical resource, has left many organisations operating under varied standards and increased unprofessional conduct," Hon. Rwabushaija said.

Hon. Rwabushaija further said the global and regional trends of free labour movements and the emerging opportunities, call on Uganda to build the competencies of its labour force in order to compete favourably.

"Globally and regionally the human resource management function has become dynamic in order to cope with the social, economic, legal, political and technological innovation. For example, the revival of the East African Community has created new opportunities, standards and challenges that require member states to build the competencies of their human resources," said Rwabushaija.

The new development ushered in a 60-day window for meticulous examination of the bill's contents and findings before formal presentation to the Parliament. This development signifies the commencement of a series of transformative discussions involving different stakeholders, ultimately culminating into the regulation of the Human Resource Profession through legislative measures.

This bill seeks to respond to the need for transformation which is expected to yield heightened productivity and more efficient service delivery, aligning with Uganda's commitment to international benchmarks like the United Nations Sustainable Development Goals, Vision 2040, and the National Development Plan I.

The proposed actions encompass the establishment of a regulatory body and a council for the profession, the formulation and enforcement of uniform professional standards, the creation of a code of conduct for practitioners, and the implementation of robust mechanisms to handle non compliance to standards.

As Uganda embarks on this pivotal journey to regulate the Human Resource Management profession, it is poised to create a more favorable and responsible professional environment. This endeavor toward standardization not only enhances the profession's reputation but also promises positive outcomes for Uganda's economic growth and its pursuit of overarching developmental aspirations.





*Hon. Rwabushaija tabling the bill in Parliament*



*Hon. Rwabushaija joined by the HRMAU Governing council at Parliament*





*The Governing council after the bill was tabled at Parliament*



*Hon. Rwabushaija at the press conference to unveil the bill*



# IN THE NEWS

## HRMAU Holds Press Conference to Unveil Inaugural Sports Gala



*Inset: HRMAU President & Director Professional Development, joined by Sponsors at the Press conference to launch the Inaugural HR Sports Gala*



The HRMAU President Ronald Bbosa unveiled the theme of the inaugural HR Sports Gala as *“Healthy Living for Enhanced Productivity”*. Speaking at the press conference held at Motiv in Bugolobi, Kampala, on Monday, August 14, 2023, he welcomed all members to the event and thanked the partners and sponsors for the support given to the initiative. The sponsors included Crown Beverages Limited, Uganda

Breweries Limited, Sanlam, C-Care, ICEA, and Victoria Hospital.

The HRMAU President Mr Ronald Bbosa was joined by other governing council members and sponsors and invited all members to participate in this event that aims at creating an enabling environment for members to network and show their team work, competitive spirit and resilience.



Research around the HR BILL is still on. *“LEAVE NO STONE UNTURNED”*. The HRMAU Director Professional Development had a consultation trip to Nairobi to learn from the Institute of Human Resource Management in Kenya. He met with the Executive Director CHRP Quresha Abdullahi who shared a lot of wisdom and insights on the steps necessary to achieve the intended goal and how we can progress. She also pledged her support to enable us achieve our goal.



*Inset: Andrew Kawesa Ssebwalunnyo, HRMAU Director Professional Development receiving a gift from CHRP Quresha Abdullahi, the Executive Director of Institute of Human Resources Management in Kenya*

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The HRMAU Governing council and secretariat has embarked on consultations as follows;

### **Consultations Concluded;**

- Uganda Public Service - HRM Net Work –
- Trade Union Executives.
- IHRM - Kenya

### **Upcoming Consultations to be made in clusters below;**

- Professional Associations in Uganda( ULS,ICPAU,UMA,UBA, UIPE,UCF )
- Ministry of Public Service
- Ministry of Gender, Labour and Social Development
- Ministry of Local Government
- Ministry of Justice and Constitutional Affairs
- National Social Security Fund
- Human Resource Consulting firms
- Academia
- Federation of Uganda Employers (Associations, Sector members and GC, NGOS,
- National Council for Higher Education and NCDC
- Equal Opportunities Commission
- Private Sector Foundation Uganda and UMA
- Members of Parliament
- Trade Unions executives





*Inset: "HRMAU consultation meeting with its members of the association at Golf Course Hotel"*



*HRMAU consultations with Public service*





*Uganda Public service Human Resources Managers Network*



*With HR consultancy firms*

# PROFESSIONAL DEVELOPMENT UPDATES

## WEBINAR UPDATES - ENHANCING PRODUCTIVITY AND ENGAGEMENT THROUGH WELLBEING



HRMAU hosted members to a Nella Organics sponsored webinar on 3rd July 2023. It was intended to drive and create the wellness agenda as a priority across work setting. The panelists included Ethel Ahura Nagaddya – A Wellbeing & Policy Specialist at National Social Security Fund, Ivan Philip Baguma, RDN Lead Dietitian/ Nutritionist at Nella, Betty Ogiel – Master Facilitator with Equip’s Beyond Success Program, Janet Kantalama – Executive Director at Safe Places Uganda and Ben Kisuule – Human Resource Manager at Finance Trust Bank (Facilitator).

The webinar highlighted a number of lessons that included the fact the wellbeing of a person is not only the wholesome good health in the workplace setting neither is it the absence of sickness but wellbeing covers social, physical, psychological, financial and mental wellness of the person.

Human Resource as a business function plays a significant role in managing the wellness of employees at the workplaces. Therefore, it is paramount that they get to know employees beyond their employee data forms. It is important that HR takes time to understand employee behavior so as to know if they are stressed and what could be the cause so we avoid challenges related to stress in the workplace.

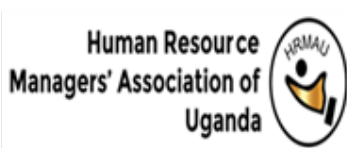
During the webinar issues of stress and stress management were discussed so as to enhance organizational performance. Several approaches are required beyond the usual workplace policies, processes and procedures.



## Key Messages from the webinar

- Employee wellbeing is not just a mere state of absence of sickness rather wellbeing crosses over to physical, mental, social, financial, emotional, occupational and spiritual wellbeing.
- To identify and understand distressed employees is to understand and know your employee individually in their un-distressed state.
- Knowing and understanding your employees should go beyond employee documentation. There is need to know employees at a personal level.

# DESIGNING PEOPLE ECOSYSTEM TRAINING



Held on 7th July 2023 by Human Resource Managers' Association of Uganda in partnership with Africa Executive Leadership Solution (AEELS) and People Tree Group to equip Human Resource practitioners with the desired knowledge, skills and competence to design and develop work system that integrates and prioritizes ecosystem as a core in sustainability stream in achieving business and organizational long term and short-term intents.

Overtime, everything has fundamentally shifted with new emerging issues including hybrid working, resignation, job changing and the influence of artificial intelligence on work. There is need to reshape how work is done in future within organizations.

Creating people ecosystem therefore requires establishment of an agile workforce with good skill sets and competent employees to ensure organizational goals are achieved. Healthy ecosystems are more productive, resilient, and reliable because they utilize the resources

around; they don't have over reliance on more singular participants and are more adaptable because they are more diverse.

## Key Central Messages

- To attain sustainable competitive advantage requires development of internal and external work systems that dwell, integrate and effectively relate to existing ecosystem.
- There is need for employers to strategically align, integrate the strategic relationship between the work, worker and the work doing system to the overall business intent in order to attain healthy people ecosystem.
- Sustainment of people ecosystem requires the development of an agile workforce through continuous reviews, alignment and realignment of employee- skill set, competence as well as knowledge base so as to create linkage to the existing ecosystem.

# HRMAU PARTNERSHIPS

Strategic collaboration is a core value of Human Resource Managers' Association of Uganda. This quarter, the Association through its leadership invested and prioritized intentional partnership and collaboration with different entities. The aim of these engagements is to ascertain quality service, develop knowledge base so as to improve efficiency and sustainability in the line of its value propositions.

The association signed Memorandum of Understanding with multiple learning, research & consulting institutions as its knowledge partners. We are glad to inform members that we have contracts with Makerere University, Strathmore Research and Consultancy Centre, Brighter Monday Uganda.

## Makerere University



### Objectives

1. To join forces to have a profound impact on training, mentorship, coaching and career management of students.
2. To form a foundation of cooperation in the field of research with a purpose of advancing Human Resources knowledge base.
3. To enrich practitioners with better knowledge, skills and empowerment to have greater impact on society.



MR. Ronald K. Bbosa, President HRMAU (Left) and Professor Barnabas Nawangwe, The Vice Chancellor Makerere University (Right) in a photo after the signoff of the Memorandum of Understanding between The Human Resource Managers' Association of Uganda and Makerere University.

## Strathmore University



### Objectives

1. To ensure capacity building of HR professionals through collaborative research, innovation, members study support, conferences and summits.



Group Photo at the signoff of the Memorandum of Understanding between The Human Resource Managers' Association of Uganda (HRMAU) and Strathmore Research and Consultancy Centre (SRCC) on 01/08/2023. MR. Ronald K. Bbosa, President HRMAU (Centre-Left), MS. Veronica Ssempwebwa, Country Director SRCC (Centre Right), Mr. Brian Musisi, Business Development Manager, HRMAU and Daniel Ochieng, Business Development Officer SRCC (Right)

## Strathmore University



### Objectives

1. To foster collaboration on talent acquisition, development and management as well cover enhancement of HRMAU members through continuous labour redefined research and surveys.



MR. Ronald K. Bbosa, President HRMAU (Left) and MS. Xenia Wachira, Country Manager Brighter Monday Uganda (Right) displaying the document of Memorandum of Understanding between Human Resource Managers' Association of Uganda and Brighter Monday Uganda which was signed on 09th August 2023.



# THE 5<sup>TH</sup> EAST AFRICA HR SYMPOSIUM



**Theme:**  
**Navigating the Future of  
Work in a BANI Work Space.**

**Date:**  
**15<sup>th</sup> - 17<sup>th</sup>  
Nov 2023**

**Venue:**  
**Mestil Hotel  
Kampala, UG**

## OUR SPEAKERS



KEYNOTE SPEAKER

**Jean-Francois Cousin, MCC**  
Global Executive and Team Coach,  
Speaker and Author



**Ronald Bbosa**  
President, HRMAU



**Emily Kamunde-Osoro**  
Convenor, East Africa  
HR Symposium



**John Ulanga**  
Executive Director of Tanzania  
Private Sector Foundation



**Elizabeth Okonji**  
Chief People Officer,  
SeamlessHR



**David Ssegawa**  
Group Director Human Resources,  
Equity Group Holdings



**Patrick Faniel**  
Managing Director EMEA,  
MCE (Brussels - Belgium)



**Rachel Brenda Dumba**  
CEO & Partner, Steadman  
Global Consulting



**Deon De Swardt**  
Founder, Human Resources  
Consulting Firm, Africa People  
Advisory Group



**Cecylia F. Meshy**  
Country Operations & HR  
Manager SNV Netherlands  
Development Organization



**Dr. Lanre Olusola**  
The Catalyst



**Sylvia Mulinge**  
Chief Executive Officer  
MTN Uganda

## LIVE2LEAD

Rebroadcast



**RYAN LEAK**  
SPEAKER, EXECUTIVE COACH, & WALL STREET  
JOURNAL BEST-SELLING AUTHOR



**KENDRA SCOTT**  
DESIGNER, FOUNDER,  
EXECUTIVE CHAIRWOMAN



**JOHN C MAXWELL**  
#1 LEADERSHIP EXPERT  
AND BEST-SELLING AUTHOR



**MARCUS BUCKINGHAM**  
BEST-SELLING AUTHOR, GLOBAL RESEARCHER,  
AND STRENGTHS REVOLUTIONIST

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**Attendee Fees: (Tax Exclusive)**

**USD 600 - HRMAU Members // USD 750 - Non-Members**

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# NEW APPOINTMENTS

*Congratulations!*

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**Eunice Alanyo**

Director Human Resources –  
National Water and Sewage  
Corporation



**Shamim Walusimbi N**

Executive Member of the  
Board African Human  
Resources Confederation  
(AHRC)



**Juliet Mpiima**

Director Human Resource  
and Administration  
Petroleum Authority of  
Uganda



**Musinguzi Peter Kabaseke**

Chairperson Human Resource  
and Organizational Development  
Board committee SOS Children's  
Villages International Uganda.

# MEMBERS' ARTICLES



## Building an Awarding Career For Human Resource Professionals

Betty Ogiel

**L**ike most professions, in the realm of Human Resource Management (HRM), talent is the most valuable asset and the path to success is paved with dedication, innovation, and a commitment to excellence. The journey to an award-winning career is not only about accumulating accolades, but rather about consistently contributing to the growth and development of both the organization and its employees.

I will be very frank with you. When I set my feet on this career path, I never had in my

cross hairs some of the numerous awards that I have received thus far. My entry point into this profession was just after university and all I wanted to do was to start earning a living.

However, my mantra in life has always been to give out the best at every chance and opportunity I get. This has never changed, and it will never change. The awards, I believe, are a byproduct of pursuing something larger than life. Looking back, I cannot tell in detail what led to these awards that I received, but I know for sure that my focus was not on them, but on the



impact and transformation that I would cause given my position.

Over the years, the following are some of the achievements and awards that I have received in the course of my career:

## Awards and Recognitions:

- **2021, Overall global award winner** - Maxwell Leadership Team Culture DNA (The first in Africa).
- **2021, Nurture Transformation Award** from the Maxwell Leadership Certified Team
- **2020, Managing Director's Special Award** in recognition of the outstanding contribution to the overall performance of the company.
- **2017, Named one of Uganda's Top 40 Under 40** Most Inspirational Women by theNew Vision publication.
- **2017, Managing Director's Special Award** in recognition of the outstanding contribution to the success of the culture integration arising from an acquisition and merger project.
- **2016 and 2017, two years in a row Human Resource Excellence Award** in Employee Engagement awarded by the Human Resource Managers' Association of Uganda (HRMAU)
- **2015, and 2016 –two years in a row - Best employee** - HR & Administration department / MD's Office Award
- **2009, Best employee of the year Award** (2nd Runner Up)
- **2007, Best employee of the month Award** for successfully launching and Implementing the group HR Information System in Uganda
- **2004, Star performer** in the client rationalisation and restructuring project.

There are many other awards that have come my way but the above are the notable ones that I am proud of.

Whether you're just starting out in the HRM profession or have years of experience under your belt, here are some key insights to help you build an award-winning career in HRM using the acronym **"AWARD"**.

## 1. AWARENESS: YOU MUST KNOW YOURSELF TO ACHIEVE GREATNESS

In the ever-evolving landscape of professional success, one factor stands out as a true game-changer: awareness. The journey to an award-winning career isn't just about skills and accomplishments; it's about being attuned to yourself, your environment, and the opportunities that lie ahead.

**Self-Awareness-** Understanding your strengths, weaknesses, and passions is pivotal. It empowers you to make informed decisions that align with your unique talents. An award-winning career isn't built by following trends, but by embracing your authentic self and leveraging your abilities. You must take time to reflect on your values, aspirations, and areas of expertise. This self-discovery forms the foundation upon which your success story will unfold.

I believe that my innate abilities as a go getter and being a relational self-starter enabled me to implement organisational changes that contributed to the organisation's overall performance.

**Master the Fundamentals of your chosen career:** A strong foundation is essential for any successful career. In HR management, start by understanding the core principles of HRM, including recruitment, employee relations, performance management, and training. Continuously update your knowledge as HR practices evolve with the changing business landscape.

## 2. WORK ETHIC: THE ENGINE OF CREDIBILITY

In the quest for an award-winning career, never underestimate the power of a strong work ethic. It's the driving force that fuels your journey, the catalyst for your accomplishments, and the embodiment of your dedication to success. As you embrace the values of diligence, consistency, and grit, you will find yourself on a path where awards and recognition become not just possibilities, but inevitable milestones.

**Relentless Pursuit of Excellence:** Work ethic is the driving force that compels individuals to push their boundaries. It's the commitment to putting in the hours, the dedication to honing skills, and the determination to consistently deliver top-notch performance. An award-winning career is not crafted through shortcuts, but through a relentless pursuit of excellence. Those with a strong work ethic go above and beyond, setting themselves apart as true champions in their fields.

**Leading with Integrity:** Ethical conduct is the cornerstone of a successful HR career. Uphold the highest standards of integrity, confidentiality, and fairness. Your reputation for ethical behavior will earn you respect and credibility both within and outside the organization. I believe this is what enabled me to initiate employee engagement initiatives that increased the overall performance of organisation.

## 3. ADAPTABILITY: CHANGE IS INEVITABLE

From my personal experience adaptability is another trait that stands out as a true differentiator in the ever-evolving landscape of professional success is. The journey to an award-winning career is not paved with rigid plans and unchanging paths, but rather, by the ability to embrace change and thrive in dynamic environments.

**Embracing Change as a Catalyst:** Change is the heartbeat of progress.

**Navigating the Path of Lifelong Learning:** The pursuit of excellence is a lifelong journey. Adaptability fuels the fire of curiosity, driving you to continually seek new knowledge and skills. It positions you as a lifelong learner and a perpetual student of success.

## 4. RESULTS: SPEAK VOLUMES ABOUT YOUR COMPETENCE AND COMMITMENT

While skills and qualifications lay the groundwork for your career success, it is the tangible results that define a truly award-winning career. Your ability to consistently deliver exceptional outcomes not only validates your capabilities but also fuels an unwavering commitment to excellence. As you achieve and surpass your goals, you not only propel your own journey but also inspire a culture of achievement that reverberates throughout your professional spheres.

**Collaborate Across Functions:** HRM doesn't operate in isolation. Collaborate with other departments to align HR strategies with overall business objectives. Building strong cross-functional relationships enhances your ability to drive positive change and employee engagement. John C. Maxwell says that *"People won't go along with you if they don't get along with you"*. Invest in the growth and development of employees. Design training programs that enhance skills and offer clear pathways for advancement. A culture of learning and career progression boosts morale and performance.

**Be Data-Driven:** Today's HR professionals are expected to make informed decisions based on data. Familiarize yourself with HR analytics and metrics to measure the effectiveness of your initiatives. Data-driven insights will help you

---

optimize processes and align HR strategies with organizational goals.

My results enabled me to win the coveted Human resource specialist award in the area of employee engagement for two years in a row (2016 & 2017) with the HRMAU Association of Uganda.

## 5. DREAMS: THE BIG PICTURE PERSPETIVE

Dreams are the cornerstone upon which award-winning careers are built. Without an ambition that is larger than yourself, you get lost in the sea of sameness. That's why your dreams in life must transcend just putting food on your table and surviving. We all need to dream about impact and transformation that we can create in our societies with whatever resources we have. Awards are never won through the phones we bought or houses we built for ourselves. They are won for a focus in transformation and impact.

Dreams, therefore, serve as both the compass and the fuel, guiding individuals towards their aspirations and empowering them to overcome obstacles. An award-winning career is not just a product of skills and opportunities; it is a manifestation of the dreams that propel individuals to strive for greatness, challenge conventions, and leave an indelible mark on their industries. By nurturing and chasing their dreams, individuals unlock the potential to transform their career paths into extraordinary and award-worthy journeys.

Remember, an award-winning HR career isn't about the number of awards you accumulate, but the lasting impact you make on your organization and the lives of the people you serve. By mastering the fundamentals, staying current, fostering an inclusive culture, and continuously striving for excellence, you can create a legacy as a standout HR professional. Your dedication to the field will not only earn you recognition but also leave a positive imprint on the world of Human Resource Management.

### *Betty Ogiel*

---

*Multiple award-Winning HR Professional, Career Transition Expert, Author of Against All Odds book, and Inspirational Speaker.*

*CEO – Initiative Solutions*

*Master Facilitator, Equip Leadership*

*A member of the President's Advisory Council (PAC) of the Maxwell Leadership Certified Team*

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## Are Performance Improvement Plans Still Relevant

---

**Sheilla Kemigisa**  
Ag. HR Manager  
Multichoice Uganda Limited

I would pivot this to say if you don't use the PIP route what is the alternative? Step straight to dismissal without trying to fix it? Carry on informally in hope they get the message before stepping formal? Putting straight into a first warning type situation?

The truth is PIP's are still relevant if used appropriately. They are a great way to step up from the manager coaching and supporting the person but a step away from a disciplinary process. I have seen them work as sometimes some employees need the structure and the actual targets incumbent in them.

The important thing is that the subject of the PIP has to believe that it is a fair process and that any targets stated in it are relevant, measurable and achievable within the given time period for the review.

If a PIP is set and in everyone's eyes it is just a step on the way to dismissal it will likely be a self-fulfilling prophecy, if it is instead seen as a path to redemption and ongoing employment than same story.

However, some HR departments use these against their employee rather than using them to improve their performance overall, and sometimes they use them to dismiss employees and use them in the wrong format. This eventually

removes the spirit of trust in the process.

Personally, I look at PIPs as a collaboratively compiled set of commitments following a performance conversation. I normally encourage the managers to invite the employee in question to a meeting, explain the issues, and then ask for their perspective on how they can reach the required performance level.

With little support, they normally come to an agreeable set of commitments, and they are much more likely to get buy in and compliance when the employee themselves has helped to construct it. They are also less likely to see it as a route to dismissal for the same reason, even though it's still just as valuable a tool for going down that route if performance still isn't up to scratch where needed.

One of the aspects I value most about going through a simple PIP process is that you get clarity for everyone involved. Dare I say, it's not always a performance issue for the employee, but their manager also - and they need to spell out exactly what's required, where the performance is falling short and the impact. I am certainly of the view that even if the end result is that the employee leaves the organisation, going through the process can be valuable to everyone.



## Employee Benefits and Wellness Excellence

Mrs. Susan Nanyange Mataka. CHRP,  
G4G, DDI - Head Human Resource  
Kakira Sugar Works

**E**mployee wellness programs offer a host of benefits, from boosting engagement and morale to reducing stress and absenteeism. Employee wellness programs enhance a company's image, attracting and retaining top talent in today's competitive job market. If you're interested in improving the overall health and well-being of your workforce, then you may want to consider developing a company-wide wellness program. In addition to establishing a culture focused on employee health, wellness programs also help to increase productivity, boost morale and increase teamwork. Learning about the many benefits of wellness programs can help you determine whether developing one is the right decision for your own company.

In this article, we discuss what a wellness program is, offer examples of types of wellness programs and discuss the benefits of wellness in the workplace.

A wellness program is any kind of organized activity in the workplace designed to improve, support the health and fitness of employees. Wellness programs could include fitness programs, health screenings and preventative care activities like: Stress management, smoking cessation programs, Physical education, wellness assessments, weight loss activities etc.

There are many reasons it is beneficial for companies to support and encourage wellness

in the workplace, including:

### **a) Improves employee health behavior**

Changing and improving employee behaviour is the goal of any wellness program. By improving the behaviours of a workforce, you can help your team members lower their health risks and adopt healthy habits that will benefit all areas of their lives. Research shows that wellness programs can encourage employees to smoke less, eat healthier food, exercise more and manage stress more effectively. Wellness programs also have been shown to help employees alleviate and better manage the symptoms of depression, improving their overall well-being.

### **b) Improves employee health**

By helping your employees develop healthy habits, you help them avoid health complications that can lead to chronic disease. Wellness programs encourage employees to eat healthy foods and exercise, reducing the risk of long-term health problems and helping them feel more energized and happy throughout their work days. In my current workplace, we provide nutritious food on-site in order to encourage this behaviour. Research shows that eating a nutritious diet not only provides sustained energy levels but can also reduce feelings of anxiety and depression.

### **c) Increases productivity**

Research shows that employees who are



healthier tend to be more productive in the workplace because they're more rested, energized and motivated to complete their work to the best of their abilities.

**d) Improves employee engagement**

When companies create a culture focused on employee wellness, they typically have a more engaged workforce. For example, walking groups and other wellness activities help employees feel more connected to the company they work for and to their co-workers. These activities help strengthen the relationships employees have with one another and their managers and can increase the likelihood that an employee will remain with the company for a long time.

**e) Improves morale**

A wellness program can help improve the morale of your entire team, as participating in one can create feelings of satisfaction among employees. Wellness programs help employees feel more supported in their health and wellness goals, which can help them feel more valued by their employer.

**f) Reduces stress levels**

While stress does occur in the workplace, a wellness program can help to reduce or eliminate prolonged stress that reduces productivity and leads to unnecessary absenteeism from sickness. By creating a wellness program that's focused on reducing stress in the workplace, you can improve your team's performance and employee retention.

**g) Improves attendance**

Wellness programs help to improve the health of a company's workforce. Elevating the health of your team and minimizing stress as much as possible can increase their overall satisfaction in their role by making them feel more invested in their work. When employees feel healthy and morale is good, they're more motivated to come to work and perform at their best, improving company-wide attendance.

**h) Reduces healthcare costs**

Wellness programs can result in measurable savings for a company in the form of reduced healthcare costs. By improving the health of a company's workforce, those employees are less likely to get sick or be injured on the job. This means that employees are receiving medical care less frequently, saving both themselves and the organization money in healthcare expenses.

**i) Improves teamwork**

When employees work well as part of a team, they're more productive and the quality of their work also improves. They also tend to be more creative, since teamwork generally results in better collaboration and the development of more innovative ideas. By participating in wellness programs together, particularly team-based activities, employees can strengthen their relationships with one another, encourage each other and hold one another accountable for their goals. Taking part in wellness activities outside of the workplace can also help with team bonding and camaraderie, which further improves communication and collaboration in the workplace.

**j) Attracts new talent**

Besides salary, prospective employees are also interested in seeing what other benefits a company has to offer employees. Research shows that many job candidates include wellness programs on the list of benefits that are extremely important to them. Some examples of wellness benefits that KSL offer include:

- Wellness screenings
- Gym membership reimbursement
- On-site clinics
- Initiatives to serve healthy options at an on-site canteen
- Health and wellness competitions

*By including wellness benefits in your compensation package, you can attract more talented candidates. Companies can also use wellness programs to create a strong sense of loyalty among their employees and improve long-term retention.*



## Growth Mindset

**Ms. Juliet Aweko Talent Management  
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Human Resource Professional  
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**L**eadership and striving in the future of work requires having a growth mindset that fosters innovations, growth and learning in order to become better and lead the change. Human Resource Professionals need to move away from just documentation of what one is good at and not good at. Talent alone doesn't bring success but commitment, hard work and putting efforts in the talent do. People without skills in certain areas can still put efforts to improve and flourish so long as they are given support. Things have changed, and the key to surviving in today's work environment is by having a winning mindset that believes that it is possible to beat any odds. As professionals we need to show up like life students rather than experts, we need to be creative in finding solutions to workplace challenges not only looking out for them. We need to look for opportunities to innovate and be creative. In that case we shall unlock our full potential, foster a culture of innovation, develop and continuously improve on our team's performance.

### Positive mindset;

In such a time full of stress and mental health issues, having a positive mindset cultivates the spirit of gratitude, empathy, appreciation, and compassion as coping strategies and motivation to ourselves and employees rather than instilling fear and a sense of inferiority. We need to redirect our energies into improving employees'

weak areas and celebrating wins however small they may be. Most often, it is easy to focus on the negatives when working with people, however, a shift to practicing gratitude yields a greater impact. The negatives can be recognized, but finding things to be grateful about ourselves and the people we serve is more rewarding. In today's hybrid workforce, we can't achieve everything by ourselves, collective leadership matters the most. We need to lead with kindness, practice self-compassion and empathy while serving people. Leading with kindness instills the spirit of persistence and growth while reinforcing shared purpose and responsibility within a team.

### Entrepreneurial mindset

Due to high competition in the global market place, organizations are expanding and diversifying their talent pipelines to add strategic values and control costs. The emphasis on having self-driven workforce, virtual teams, internal mobility and the use of technology – AI is increasing. Organizations are focusing on how business can be managed ethically amidst risks by skilled people who have positive attitude to drive businesses, people who can forge meaningful collaborations, people with future orientation, mental agility and desire to learn and strategically think. As professionals, we therefore, need to shift our mindset from just being people's managers to business partners and change agents. With the erosion of social



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skills in the current workplaces, we need to redefine professionalism at workplace, upskill employees and ourselves, invest in capacity building programs, introduce mentorship and counselling program among others, if we are to remain relevant and competitive in the changing market place.

## Shift from circle of influence to circle of concerns

While building on our circle of influence and creating relationships is important, in the new world of work there is also a need to shift our focus on how we can influence our “circle of concerns”. Both physical and mental health issues are becoming a growing concern.

Whether it's customers, clients, patients, or employees, as change agents, we need to start thinking beyond our business model by investing in self-care and wellbeing of employees in order foster productivity and a healthy workforce. Example; introduction of wellness programs at work, time off from work to relax, off time for working mothers and fathers among others. We should shift our mind from looking at self-care as a luxury and recognize that emotional intelligence always begins with self-self-care and well-being.

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## Shift from work week to work done

Work-life balance presents a whole new set of challenges in the new world of work. However, if we want to improve employees experience and increase productivity, we need to shift our mindset from the “Monday to Friday and Eight hours” work approach to investing in flexible work schedules and types where employees can get work still done irrespective of what work gets done from where and when. This approach not only breeds culture and spirit of self-accountability and self-oriented workforce but also increases productivity. People are able to fulfill both their personal responsibilities and organization goal with ease and flexibility, the focus should shift days and hours of work to outcome and results we shall produce. The type of mindset we adopt during this changing world of work full of challenges will significantly have great impact in our work and personal lives. We therefore need to use the right lenses and approaches during these times and approach challenging situation with resilience and positivity.



# Embracing Mondays and overcoming post vacation blues

Olivia Nalunkuma

In the hustle and bustle of our daily lives, it's not uncommon for many employees to experience a sense of dread as Monday approaches or when their much-needed vacation comes to an end. As Human Resource professionals, we understand the importance of addressing these feelings and empowering our team members to overcome these challenges. In this article, we will explore some practical strategies and insights to help our employees embrace Mondays and transition smoothly after a rejuvenating vacation.

## 1. Cultivate a Positive Work Culture:

A positive work culture plays a vital role in shaping employees' attitudes towards work. As an organization, we strive to create an environment that fosters a sense of camaraderie, recognition, and appreciation. Celebrating achievements, encouraging open communication, and providing opportunities for growth can significantly impact how employees perceive the start of their workweek. Who wouldn't want to come to a place where they are constantly celebrated and recognized? Let the workplace be a place where employees can forget some of the other life pressures and not one that contributes to these pressures.

## 2. Encourage Work-Life Balance:

Balancing work and personal life is crucial for overall well-being and productivity. As HR professionals, we have to advocate for employees to use their weekends to relax, recharge, and engage in activities they enjoy. By encouraging a healthy work-life balance, we can reduce the apprehensions that come with the end of a weekend or vacation, making the transition back to work more manageable. We have to be as intentional as not to engaging employees when they are out of office. That email can wait till Monday or when I return from vacation. Work watsup groups should not be used to communicate work related activities or issues over the weekend.

## 3. Implement Flexible Work Arrangements:

Offering flexible work arrangements, such as remote work options or flexible hours, can contribute to employee satisfaction. These arrangements provide employees with the flexibility to manage their work and personal commitments more effectively, easing the stress associated with transitioning back to work after a break.

## 4. Organize Engaging Monday Activities:

To combat the "Monday blues," we can plan



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engaging activities or team-building exercises for the start of the week. These activities not only infuse enthusiasm into the work environment but also provide opportunities for employees to bond with their colleagues, fostering a sense of connection and support. Nothing puts employees on tension like Monday morning teams, the mere thought of it brings anxiety to some. Monday morning meetings should not be all that serious, incorporate some engaging activities.

#### 5. Set Clear Goals and Expectations:

Providing employees with a clear understanding of their roles and responsibilities, along with realistic and achievable goals, can boost their motivation and confidence. When employees know what is expected of them, they are more likely to approach Mondays with a sense of purpose and enthusiasm.

### 6. Acknowledge and Address Concerns:

As HR professionals, we have to recognize the importance of listening to employees' concerns and addressing any challenges they may face timely. By having open conversations and providing support, we can help alleviate the anxieties associated with returning to work after a weekend or vacation.

### 7. Foster a Culture of Continuous Learning:

Offering learning and development opportunities allows employees to enhance their skills and knowledge, leading to increased job satisfaction. A culture that values continuous learning can transform Mondays into exciting opportunities for personal and professional growth.

### 8. Emphasize the Impact of Their Work:

Reminding employees of the significance of their contributions and the positive impact they make on the organization and its stakeholders can instill a sense of purpose and pride. Feeling valued and appreciated for their efforts can transform how employees perceive their workweek.

As Human Resource professionals, we should commit to supporting employees through various initiatives that encourage a positive work environment, work-life balance, and personal growth. By implementing these strategies, we can empower our team members to embrace Mondays with enthusiasm and overcome post-vacation blues, fostering a culture of fulfillment and productivity.

*Olivia Nalunkuma*

*Manager Human Resources Administration and Safeguarding  
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## Usability Context; The Hidden Secret to Successful Technology in the Workplace

**Mutuzo Irene Esther**  
Head of Business Growth and PR, Diwala  
Educator at Makerere University

In the ever-evolving realm of the digital landscape, the rapid pace of digitization has permeated every aspect of our lives, extending to the very core of our professional world. In today's fast-paced business landscape, it is imperative for organisations to maintain a competitive edge, which currently entails a relentless pursuit of cutting-edge technological solutions that can bolster efficiency, productivity, and innovation.

However, there's a catch: Not every technological solution, no matter how advanced, fits seamlessly into every workplace. As we eagerly embrace the newest and most impressive technologies, it is imperative that we do not overlook the vital aspect of usability context.

Ever tried using a shiny new app only to be met with the disheartening realization that it proved to be more exasperating than advantageous? Or heard someone in the office say, "Why would they even buy this software? It doesn't fit our needs at all!" These and numerous other instances may shed light on a crucial element known as 'Usability Context' that may have been overlooked when the technology was introduced.

### Untangling the Concept of 'Usability Context'

Usability context is not just another piece of technology jargon. It is the backbone of

successful technology integration. It revolves around understanding the unique circumstances in which a digital system is used. When it comes to technology adoption, it is essential to comprehend end user goals, the various tasks they engage in on a daily basis, the tools at their disposal, their culture, and even the environment in which they operate to craft a seamless and satisfying user experience. By taking these factors into account, technological services introduced into the workplace can be tailored to meet the unique requirements of employees.

According to the International Organisation for Standardisation (ISO, 2018), the context in which a system is utilised holds immense significance in determining its success or failure in terms of adoption. The pivotal role it plays in shaping the user experience cannot be ignored.

The Unified Theory of Acceptance and Use of Technology (UTAUT)

Venkatesh et al. (2003) thoroughly explored the concept of Usability Context, shedding light on the crucial interplay between system-end user characteristics and environmental factors in determining the adoption of information and communication technology (ICT) systems.

In order to enhance clarity on the phenomenon, the researchers introduced a set of four variables



that serve as invaluable tools, enabling us to grasp the crucial aspects that demand our attention when implementing technology systems.

**1. Facilitating Conditions:** At its heart, this variable seeks to answer a fundamental question – does the user believe they possess the necessary tools, infrastructure, and support to use the system effectively? If they feel ill-equipped or unsupported, adoption rates could plummet.

**2. Performance Expectancy:** This revolves around user expectations. If a user is convinced that a particular system will increase their efficiency and productivity, they are more likely to use it. In other words, what is the perceived value-add the system offers?

**3. Social Influence:** Human beings, by nature, are social beings. Peer opinions, thus, hold significant sway. This variable assesses the extent to which users are influenced by their peers when deciding to adopt a particular ICT system.

**4. Effort Expectancy:** At the end of the day, no one likes complications. Users are more inclined to use systems that promise ease of use. If a system is perceived as too complex or cumbersome, users might give it a pass.

## The Influencers: Age, Gender, Experience, and Voluntariness

While the variables above are central to understanding the usability context and adoption of digital tools, it is essential to note that their impact is not uniform across the board. Factors such as age, gender, and experience can influence these variables. For instance, a younger employee might find a system easier to use than one who is older, while in other instances, an older employee who has had experience with multiple digital systems might easily navigate a new system compared to the younger employee.

All in all, if the above variables are not paid

close attention to, even the most promising technologies can face setbacks

## The Diwala Platform Usecase

Diwala is a Software As A Service(SAAS) platform built on Self-Sovereign Identity (SSI) principles that can enable any institution to digitally sign and issue highly secure, tamper-proof credentials (licenses, workplace credentials, permits, certificates, Identity cards etc.). Recipients of these credentials can easily access them online anywhere they are. In addition, all credentials issued through the Diwala platform can be quickly verified online by other parties, like potential employers or recruiters across the globe.

*To apply the concept at hand, I would like to highlight how usability context continues to have a significant impact on the evolution of the Diwala platform.*

**The Shift to a Web App:** Initially, the Diwala team's zealous efforts were directed towards crafting the perfect phone App. However, an analysis of the end-user environment revealed that a significant fraction of Diwala's target audience either lacked digital devices or had devices overwhelmed with apps. In response to this, the Diwala team shifted gears, pivoting to a web-based application catering to a broader spectrum of devices and users.

## Addressing Digital Access Challenges:

Diwala identified the prevalent obstacles encircling the accessibility of the internet and digital devices that could be a potential obstacle to individuals accessing their credentials. To ensure that everyone has access to their credentials, a feature that allows users to obtain a PDF version of their credentials was added to the platform to ensure that one can access their credentials even in the absence of devices or the internet.

**Preserving the Tangible:** Despite the stride towards digital, Diwala recognised the deep-rooted culture attached to physical paper. With many still valuing hard copies, especially in professional settings, the system was built to allow both issuers and holders the choice to download their credentials as PDF credentials, as well as verifiers to verify the paper-based credentials by scanning the QR code on the credentials.

**Trust in Visualization:** While digital badges might be the rave in regions like Europe, their perception in Africa takes on a different tint. Here in Africa, for a credential to be deemed trustworthy, it must carry the institution's branding, comprehensive details of the study, scores, and yes, handwritten signatures. The Diwala team acknowledged this, incorporating visual cues and integrating them with embedded cryptographic signatures to ensure authenticity and trust.

Building for adoption and inclusivity means being attuned to user feedback, as this is the most optimal way to gather insights about usability context. Diwala has been relentless in its efforts to test, gather feedback, and iterate swiftly, which has enabled it to not only fine-tune its product but to also identify and rectify barriers hindering the effective adoption of the product. Diwala is set to deploy a 3.0 version of its platform by the end of 2023 in order to further enhance user experience based on the feedback it has collected over the years, all with the aim of meeting the usability context factors of its target audience.

## What Can Human Resource Managers Take Away?

As we integrate technology into our workplaces, It is no longer sufficient to simply seek out the latest and greatest tools available. Rather, a deeper understanding of the intricate fabric that makes up an organisation is required in order to identify and implement technology

solutions that seamlessly align with its unique needs and objectives. Gone are the days when a one-size-fits-all approach sufficed. Today, the successful integration of technology necessitates a thoughtful and tailored approach. It demands a comprehensive understanding of the organization's inner workings, its culture, and its specific requirements. Only by delving into these intricacies can one aim to identify the tools that will truly enhance productivity, efficiency, and collaboration.

Each technological tool must be selected with precision, taking into account its compatibility with existing systems, its ease of use, and its potential to seamlessly integrate into the organization's workflow. Taking the time to assess these elements will enable us as managers to make informed decisions about the technology solutions that best align with our organization's needs, as well as identify any necessary training or support that may be required to ensure a smooth transition and adoption of new tools.

In conclusion, while technology holds the promise of revolutionising workplaces, its success hinges on understanding and catering to the usability context of its end users. By considering who will be using the technology, under what conditions, and for what purposes, we can ensure the creation of truly inclusive and effective digital solutions.

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*Let's not merely introduce technology; let's integrate it. To achieve this, understanding usability context is not just important—it's imperative.*

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# HEALTH, FITNESS AND FUN CORNER



## HEALTH AND SAFETY - Why care about Health and Safety in the workplace?

**Marion Namono (Human Resource/  
HSE Supervisor) SGS Uganda Limited**

**O**rganisations have a legal duty to put in place suitable arrangements to manage for health and safety. Caring about health and safety of others at work is not only the right thing to do at an ethical standpoint, but also it has numerous practical benefits for individuals, organisation and society as a whole some of these include;

- Higher productivity and efficiency due to reduced lost time
- Gives employees satisfaction and morale knowing that their employers value their safety and well-being hence increased engagement and loyalty.
- Reduced absenteeism and attrition rate.
- Minimises workplace accidents, illnesses, and associated costs.
- It demonstrates concern for the well-being of your human capital
- Positive brand image and reputation
- Customer satisfaction, when you take care of your employees, they will have positive interactions with clients which contributes to customer satisfaction.

- Below are some of the strategies you can put in place to ensure Health and Safety in the workplace.
- Conduct Risk assessments for every activity to identify potential hazards and likely hood of accidents happening.
- Have a clear well and documented policy on health and safety.
- Train employees on hazard identification, reporting and other safety protocols.
- Senior Management should set the tone and encourage employees to prioritise safety.
- Health and wellness programs like fitness, stress management and access to counselling services.
- Provide appropriate PPE, train staff on how to use and ensure that they use them appropriately.
- Maintain open communication lines about safety, expectations, updates, and concerns.
- Recognise and reward employees who actively maintain a safe work environment.

Together we can create a healthier, happier, and more engaged workforce that benefits both individuals and the organisation. Let us work together to promote and prioritise health and safety of our workplace.

**NOTE:**

*We are all leaders in safety.*





# Sitting For Too Long is The Next Smoking

Allan Musoke

Senior Consultant – Capacity  
Development at Strategic  
Engagement Limited

**H**ow long is your average sitting session at one go? How long do you take to make that report, cross check that spread sheet, make that killer presentation or go through that intense meeting?

Did you know that too much sitting or lying down increases your risk of chronic health like heart disease, diabetes and some cancers?

Did you know that too much sitting can also be bad for your mental health?

Humans are built to stand upright. Your heart and cardiovascular system work more effectively that way. Your bowel also functions more efficiently when you are upright.

Being active is not as hard as you think. There are lots of simple ways to include some physical activity in your day.

1. Use the stairs instead of the lifts. This will of course depend on the building structure and how many flights of stairs you have to climb or descend. Start with 2 flights and keep increasing as you get more accustomed to them. The choice of footwear will also be a determining factor.

2. Walk over and talk to colleagues instead of emailing, texting or calling them.

3. Take the lunch break away from your desk and even office space if possible.

4. Organise walking meetings, dance and Zumba sessions in the work place. You can all take turns to organize and lead in these sessions to increase the spice and generate creativity amongst the teams.

5. Leave the car home or park further away from the work place. This will ensure that you get to find your ride in a more convenient way while ensuring that you are avoiding all the jam packed areas. This sitting in jam also counts as sitting in the work place.

Below are some of the exercises that you can do at your desk, in your office space. Please note, these should not be done in client facing spaces to ensure professionalism at the work space.

1. Toe/ankle stretch- stand up right and touch your toes/ankles in slow and steady movements. Limit each set to at least ten repetitions. Take note to return to an upright position slowly so as not to disablise blood flow or get woozy.



2. Deep Squats: If you're a bit stiff, your body will compensate by lifting your heels off the floor, rounding your back and caving in your knees. You might need to do this with support initially. You can support yourself by holding onto something to stop you from falling backwards, and only going down as low as you can tolerate



3. Lunges: In the deep lunge position, we open up and stretch the hip muscles on the back leg, we stretch the larger muscles on the front leg. All of these movements are great for counteracting seated desk posture. You can add a rotation or a twist of the torso to increase muscle variation and movement.



4. Stand and work at the desk: Execute some assignments while standing at the desk. This will not only ensure that you are alert, but also improve the blood flow in your system. Ensuring the regulated time spent alternating between both postures, you are then able to be more productive.

The less sitting or lying down you do during the day, the better your chances for living a healthy life. It will not only be about the activity but the diet as well. In the next issue, we will discuss what to and what not to have during a hectic work week.

For now, have an activity and mobility filled time, don't sit or lie down for too long.



# SPORTS GALA PICTORIAL



Team Learning and Development getting ready for the Caterpillar Wiggle challenge.



“Come on, you can do this!” Christin-EBC cheering his L&D team as the Total Rewards team puts pressure on them.





Left: HR strategy and structure should align-Checkmate Right: Sack race was on the sports menu.



Left: Childhood memories and songs of “Kirindi, kirindi.. ee Ogwa yatula..” comeback to life! Right: Zorb ball Sumo, Even a well-written JD could not help, you just needed to work smart.



Teamwork isn't just a concept, it's a way of life in the HR profession.





Left: Maybe they didn't add the Otyo marks?!? How? Right: Top scorer for the Inaugural Sports Gala- Andrew, walking away with a gift.

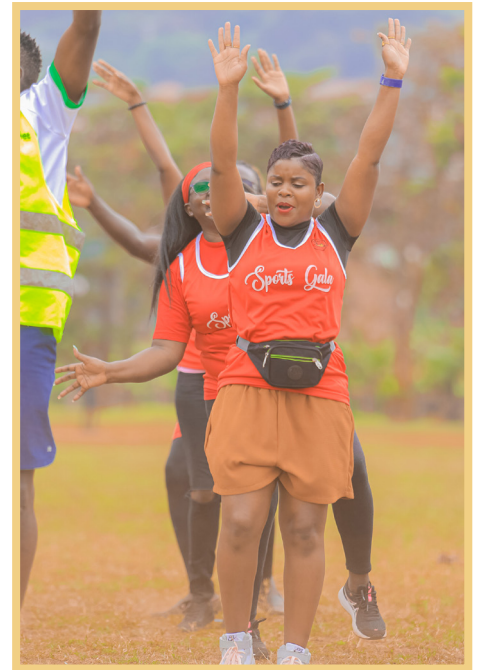


Left: I need to account for the whole day's Visa. Right: In the end, we are all winners!!



Not the usual KPI discussion, this was Tug of War, but with KPIs written all over - Team Performance Mgt





Left: Hon Rwabushaija ushered into the venue by HRMAU President and Director of Finance. Right: Our Director PR Moureen, warms up for the Sports Gala.



Left: President and Allan MC warming up for the day. Right: We are the ones leading, I will have 2 pieces of chicken. Food is served.



Ready for World War 3





Left: Members present pose for a photo with the Guest of honor. Right: The Director Professional Development, presents a gift to the youngest supporter of the day.



Left: In times when muscles failed to cooperate, the medical team was in place to support. Right: We are the Total Rewards team, ready for football finals.



Human Resource Professionals are known for their big hearts, and now showcasing their big lungs. (100ms)





*Performance Management Team, Winners of the Inaugural HR Sports Gala, celebrating their win.*



*Team Performance management celebrating their volleyball win.*



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Uganda



**In loving memory of**

**Dr. Mohammad Kisubi Ali Mubarak**

A member of the Human Resource Managers'  
Association of Uganda

He last served as Director of Ethics and Integrity at  
African Development Bank, before his retirement  
and was also a member of the board at  
Global Fund, Geneva.

**May his Soul rest in Eternal Peace**



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