

PEOPLE FOCUS

NEWSLETTER



LEADERSHIP TRANSITION

IN THIS ISSUE

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NEW COUNCIL**

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EDITOR IN CHIEF



Dear Colleagues,
Welcome to yet another edition of People Focus. A quarter into 2026, one thing is already clear—this is a defining year for our HR community.

In just a few months, we have witnessed renewed energy, active participation, and a shared commitment to shaping the future of our profession.

This edition of the People Focus newsletter gives us a moment to pause and reflect—not just on the past year, but also on the progress and momentum we have already built in these first few months. The foundation laid in 2025 continues to guide us, reminding us of what we can achieve together. From the connections strengthened during our flagship events to the knowledge shared across platforms, we have proven that when HR comes together, we can influence not only our organizations but the broader world of work.

During the last quarter we concluded a vibrant and engaging election season—one that reflects the growing strength, maturity, and democratic spirit of HRMAU. I would like to extend my warmest congratulations to all the members who have been elected into various leadership positions. Our peers have entrusted us with the responsibility to lead, and I am confident that together we will serve with integrity, vision, and a strong sense of purpose.

To those who stepped forward and offered themselves for service but were not elected this time, I want to sincerely commend your courage and commitment. I encourage you to remain actively engaged—your voice, ideas, and participation are invaluable to the continued growth and success of our association.

As we look ahead to the remaining quarters of 2026, we are presented with an opportunity to build on this strong start. This is our time to deepen our impact, strengthen our networks, and continue positioning HR as a strategic partner in organizational and national development. Each of us can contribute to this newsletter by reaching out to our editorial team. Your contribution matters.

Thank you for being an integral part of HRMAU and for the role you play in advancing our profession.

Moses Waswa - Director, Public Relations and Marketing

THE PRESIDENT



STRONGER TOGETHER: A MESSAGE OF GRATITUDE AND CONTINUITY.

Dear Esteemed Colleagues, Members, Partners, Sponsors, and Valued Stakeholders, It is with deep gratitude and a profound sense of honor that I step down from my role as President having completed my mandatory tenure. Serving this distinguished community of professionals alongside an exceptional Governing Council has been one of the greatest privileges of my professional journey. The past two years have been marked by meaningful engagement, shared learning, and significant growth—both for our

Association and for me personally.

Together, we have strengthened the visibility and impact of HRMAU through a range of transformative programs and engagements. Your unwavering support—through active participation, membership renewals, and generous sponsorship—has been instrumental in advancing our shared vision. I extend my sincere appreciation to each of you for your continued support and commitment.

When I assumed office, my aspiration was to foster collaboration, elevate HR leadership, and champion professional development. I am proud that, collectively, we have exceeded these ambitions among others:

- The HRM Professionals Bill 2025 was delivered to the 11th Parliament and is set to be re-tabled before the 12th Parliament following the conclusion of stakeholder engagements.
- We cultivated strategic partnerships across Uganda, the African continent, and globally—firmly anchoring the Association on a strong and sustainable foundation.
- We advanced a culture of continuous learning through structured professional development programs, while strengthening and diversifying the Association’s revenue base.
- We implemented key constitutional amendments and governance reforms in 2025, culminating in the establishment of a streamlined and forward-looking Governing Council of 9 members.

I extend my heartfelt appreciation to the Outgoing Governing Council. Your dedication, resilience, and exceptional execution have been the driving force behind the Association’s sustained momentum and growth. I also honor the legacy of our past leaders, whose vision and guidance provided a strong platform upon which we continue to build.

As I pass the baton to the new Governing Council, I do so with confidence in their leadership and vision. I am certain they will steer the Association to even greater heights. I remain fully committed to supporting this transition and contributing to our continued success.

While my tenure as President expires, my commitment to this Association endures. I remain a proud member and steadfast advocate and ambassador of this remarkable community.

I look forward to strengthening our connections, collaborations and growth.

Thank you for the trust you placed in me and for the opportunity to serve.

Ronald K. Bbosa - President, HRMAU

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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 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

ANNUAL GENERAL MEETING HIGHLIGHTS

The Association held its Annual General Meeting (AGM) on Thursday, 19 March 2026 at the Golf Course Hotel, in a hybrid format, allowing members to participate both physically and virtually.

The meeting commenced with a review of the minutes of the previous AGM, followed by consideration of the Extraordinary General Meeting (EGM) minutes held in September 2025, both presented by the Secretary General. Key highlights from these minutes included amendments to the composition of the Governing Council and clarification of the qualification requirements for Governing Council members, which members duly noted.

The President thereafter presented the Annual Report, outlining the Association's strategic progress and activities over the year. This was followed by a presentation on the financial statements by the Director – Finance, together with inputs from the external auditors.

During deliberations, members observed that the financial statements had been circulated late, limiting sufficient time for detailed review. Consequently, it was collectively agreed that an Extraordinary General Meeting would be convened to allow members adequate time to review the financials thoroughly. The EGM will also provide an opportunity to discuss and agree on the appointment of the Association's next auditors.

Election of new Governing Council.



Chairperson HRMAU Electoral Commission Mr. Tumusiime addresses members

The Electoral Commission chaired by Henry Tumusiime-HRMAU, Vice Chairperson Charlotte Kokunda-ACCA, Members- Patson Arinaitwe-Signum Advocates, Kamuntu Ruth-HRMAU, Doreen Muhangazi-HRMAU were invited to take us through the election process starting from expression of interest up to how the voting would be done.

The voting process was to be facilitated by an external agency and it would be open for 30minutes. The voting link was sent to members' emails. The voting was live and members were able to monitor the votes as they came in.

Results were announced as follows.

PRESIDENT

	Candidate	Votes
1	Paul Rumanda Rugambwa	210
2	Andrew Kaweesa Ssebwalunnyo	110
3	Emily Aneno	90

VICE PRESIDENT

	Candidate	Votes
1	Concepta Nambejja	276
2	Barbra Kimpi Migusa	119

SECRETARY GENERAL

	Candidate	Votes
1	Evelyn Lwanga	207
2	Ida Percy Mutesasira	191

DIRECTOR FINANCE

	Candidate	Votes
1	Esther Nampijja	326
2	Harry Kato	69

DIRECTOR PROFESSIONAL DEVELOPMENT

	Candidate	Votes
1	Remigious Kaggwa	220
2	Ishmael Ssekalo	180

DIRECTOR RESEARCH & PUBLICATIONS

	Candidate	Votes
1	Peter Kabaseke Musinguzi	200
2	James Owona	175

DIRECTOR PROGRAMS

	Candidate	Votes
1	Faith Mirembe	354
2	Kato Everest	41

DIRECTOR MEMEBERSHIP

	Candidate	Votes
1	Agnes Karuhanga	242
	Fagayo Mustaphar	98
2	Joseph Byaruhanga	55

DIRECTOR PUBLIC RELATIONS & MARKETING

	Candidate	Votes
1	Moses Waswa	399

The Electoral Commission announced the newly elected HRMAU Governing Council 2026-2028;

President -Paul Rumanda Rugambwa

Vice President -Concepta Nambejja

Secretary General -Evelyn Lwanga

Director Finance -Esther Nampijja

Director Professional Development - Remigious Kaggwa

Director Public Relations and Marketing - Waswa Moses

Director Membership Services -Agnes Karuhanga

Director Programs -Faith Mirembe

Director Research and Publications - Peter Musinguzi Kabaseke

WELCOMING THE NEW HRMAU PRESIDENT

The outgoing President Ronald Bbosa left a mark on the association by ensuring the foundation built was strong, governance was upheld to ensure sustainability and continuity. He thanked his council and welcomed the newly elected President Paul Rumanda Rugambwa during a graceful transfer of leadership demonstrating the respect between predecessors and successors, and the unwavering commitment to the advancement of the HR profession in Uganda.

The members thank the outgoing President and welcome you our newly elected President. The membership stands firmly behind you and encourages you to lead boldly, purposefully, and with empathy.



Outgoing Hрмаu Secretary General Leticia Iguma gives her remarks at the Agm

HRMAU AGM PICTORIAL



President Hirmau Mr Paul Rumanda and President Hr funhouse Mr Joel Kafire at the AGM



Outgoing HRMAU President Ronald Bbosa speaks at the AGM



The HRMAU Electoral committee and the new governing council at the AGM



HRMAU members at the Annual General Meeting

ONE ON ONE WITH PRESIDENT HRMAU 2026-2028, PAUL RUMANDA RUGAMBWA



Who is Paul Rumanda Rugambwa?

I am a Christian, a Seasoned HR & Management Executive, and a Global Remuneration Professional, shaped by practice, service, and a deep belief that people are central to organizational and national success. My career has been built across various sectors including Telecommunications, Automotive, Health, Insurance, and Non Governmental Organisations.

I am a Boundless mind mentor with a passion for building strong institutions through people. I believe strong organizations are built by empowering people, and that professional governance is the foundation of growth. On a personal note, I am a runner, a husband, and a father. I step into this role committed to serving and stewarding our profession with humility, discipline, and delivery.

A. STRATEGIC VISION & INDUSTRY LEADERSHIP

What is your vision for this association in the next 2-3 years, and what are the top three strategic priorities needed to realize it?

My vision is for HRMAU to be a credible, well-governed, and nationally influential professional body, delivering real value to members while shaping the future of work in Uganda. The three strategic priorities are;

- Professionalization & Regulation, that is, advancing standards, credibility, and ethical practice
- Governance-led transformation that is strengthening systems, accountability, and institutional trust both amongst HR Professionals as well as nationwide amongst organizations, development partners, and government.
- Member value and inclusion- here the need to ensure relevance for senior leaders, mid-career professionals and emerging talent across sectors and regions in the country.

The world today is discussing a number of Emerging AI Trends like AI Integration, hybrid work models among many others; What is your strategy to ensure our association aligns itself appropriately?

HRMAU must lead and not react to change. As an association, we have HR professionals who are considered thought leaders in AI, and with their input, we will position the Association as a thought leader in future-ready HR, focusing on AI governance, workforce transformation, hybrid work, and ethical management.

This will be done through curated learning programs and policy dialogues, practical guidance on AI, data, and ethics, and partnerships with academia, employers, and regulators. The goal is to equip HR Professionals to balance innovation with humanity.

What is your strategy to ensure we grow membership and meet all the needs of the members?

Growth will come from relevance, not just from recruitment drives. We will segment member needs by career stage, sector, and region, and then tailor value accordingly through career-specific offerings, sector-based networks, and regional engagement beyond Kampala, while emphasizing the unity of all professionals. I believe that when members see value, growth becomes organic and sustainable.

B. MEMBER ENGAGEMENT & VALUE PROPOSITION

Uganda has a number of professional associations. What is your plan to ensure we are relevant and that we are among the top associations?

Relevance is earned through delivery, partnerships, and credibility. HRMAU will distinguish itself by: strong governance and transparency, practical member support, and a visible voice in national workforce conversations. We will measure success by how often HRMAU is sought out for insight, collaboration, and leadership.

What initiatives do you have to grow engagement and membership across the country?

Among the initiatives is to decentralize engagement through regional forums and learning hubs, digital platforms for peer learning, and mentorship programs linking senior and emerging professionals. We must feel present and useful to members wherever they work.

C. DIVERSITY, EQUITY, INCLUSION, AND BELONGING (DEIB)

How will you ensure that our association's leadership, committee structure, and programs actively reflect and champion diversity and inclusion?

DEIB will be intentional, not symbolic. Leadership structures, committees, and programs will reflect gender balance, generational diversity, sectoral representation, and regional inclusion. We will embed inclusion into governance, programming, and leadership development, ensuring every member feels seen, heard, and valued

D. LEADERSHIP, GOVERNANCE & OPERATIONAL EXCELLENCE

What management routines would you use to foster accountability, collaboration, and recognition within the Board of Directors and volunteer committees?

We will adopt clear governance rhythms: defined board charters and committee TORs, performance dashboards, and regular reporting and recognition of volunteer service and contribution. These routines create clarity, trust, and momentum.

What is your approach to ensure trust is maintained and where absent is built with past leadership and other stakeholders?

Trust is built through respect, continuity, and openness. I will engage past leaders as custodians of institutional memory, while ensuring transparency in decision-making and communication. HRMAU's strength lies in continuity, not disruption for its own sake.

E. FUTURE-READY HR & CRISIS MANAGEMENT

What are the biggest challenges facing HR departments today, and how would you structure our association's education to address them?

HR leaders are navigating economic pressure and cost-of-living concerns, technological disruption, workforce wellbeing, and productivity tensions, all of which create resource constraints and, in turn, budgetary pressures for HR departments. HRMAU's education will focus on practical capability building, equipping HR professionals to lead through complexity with confidence and care.

What are some of the risks our association should take care of?

The association should take care of the risks like governance lapses, mission drift, over-centralization, and a disconnect from members. In addition to this, the prolonged enactment of the HR Professionals Bill poses a risk to the professionalization, credibility, and regulatory clarity of the HR profession in Uganda.

These will be mitigated through strong systems, financial discipline, stakeholder engagement, and regular member feedback.

Please share your closing remarks.

This presidency is a responsibility, not a reward. I commit to leadership anchored in service, integrity, and collaboration, working with members, partners, and stakeholders to strengthen our profession and its contribution to Uganda's development. Together, we will build a credible, relevant, and future-ready HR community.

OUTGOING COUNCIL 2024-2026



PAST AND PRESENT HRMAU COUNCIL MEMBERS



HRMAU Council 2024-2026 and new council 2026-2028

CONGRATULATIONS TO OUR NEW LEADERS!

HRMAU Governing Council 2026-2028



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MEMBERS UPDATES

The President shared a report on current member statistics which stands as follows. We invite you to consider renewing your membership. We are grateful for the growth in renewals year in year out as elaborated below.



1. Membership Classification 3 - Years

Classification	2025	2024	2023	2022
New Professional Membership	251(19.8%)	338(25.4%)	360(29.2%)	303(28.3%)
Associate Members	15(1.1%)	27(2.0%)	32(2.6%)	47(4.4%)
Renewals	1000(78.9%)	965(72.6%)	840(68.2%)	722(67.4%)
Total	1,266	1,330	1,232	1,072

2. Quarterly Membership Update 2024 - 2025

Years	Q1	Q2	Q3	Q4	Total
2024	969	183	102	12	1266
2024	932	298	91	9	1330

CONGRATULATIONS TO OUR NEW HRMAU Q1 MEMBERS 2026



**NAMARA DOREEN
KAROKORA**



ALUM JENNIFER



YVONE NAGUJJA



**CAROLINE
NAKAWESA**



**ABDULFATAH
KATWESIGYE**



ACEN MARY



**ALLENIA
KEBIRUNGI**



**ANITA KIDU
MARIE**



ASIIMIRE RITAH



**BAKASHABARUHANGA
MOSES**



BASOGA REAGAN



BIRUNGI RACHAEL



**CHRISTOPHER
ABIINE**



CLAIRE MUTEBI



FLAVIA NAKOR



HARRIET OROMA



**JACQUILINE
NKURUMIZA KEMBABAZI**



**LEOLYN
TUTSINGWIRE**



**JOAN NESTOR
ADOCH**



KALUTTE KHALID



KOKOI GODFREY



**KUSHEMERERWA
JULIA**



JANE MASABA



**JAMES
NIWAMANYA**



**MARGARET
ILWANU**



MARION KASIIKU



**MARJORINE
NANTAMBI**



**MARTHA
BAMUGARUKA**



MARTIN MAATE



MARY K. NINSIIMA



MURUNGI TIMOTHY



**NONTUTUZELO
NEUMBE. N.**



NINSIIMA EVAS



**NAZIMA KARIM
NAMUGANZA**



**NAKANJAKO
REHEMAH**



**NAKAWUNDE
PATRICIA MAUMBE**



**NAMIREMBE
TAMASHA**



NASIYO SCOVIA



PETER OPOLOT



PIUS ELUNGAT



**RINAH
KUKUNDAKWE**



ROGERS ALINITWE



SISSY EBONG



TIBENDA NICHOLAS



WASSWA NOAH

CELEBRATING WOMEN

This year on 8th March 2026, the world commemorated International Women's Day under the Theme: Give to Gain. As an association we thank you for leading with purpose, shaping workplaces with intention, and championing the people behind the work. In Human Resource and across every industry, women have long been the force behind meaningful change.

You see what others miss. You advocate when it matters most.
You create spaces where people don't just work, they belong and thrive.
Your voice shapes culture. Your leadership transforms teams.

Your impact reaches further than you'll ever know.



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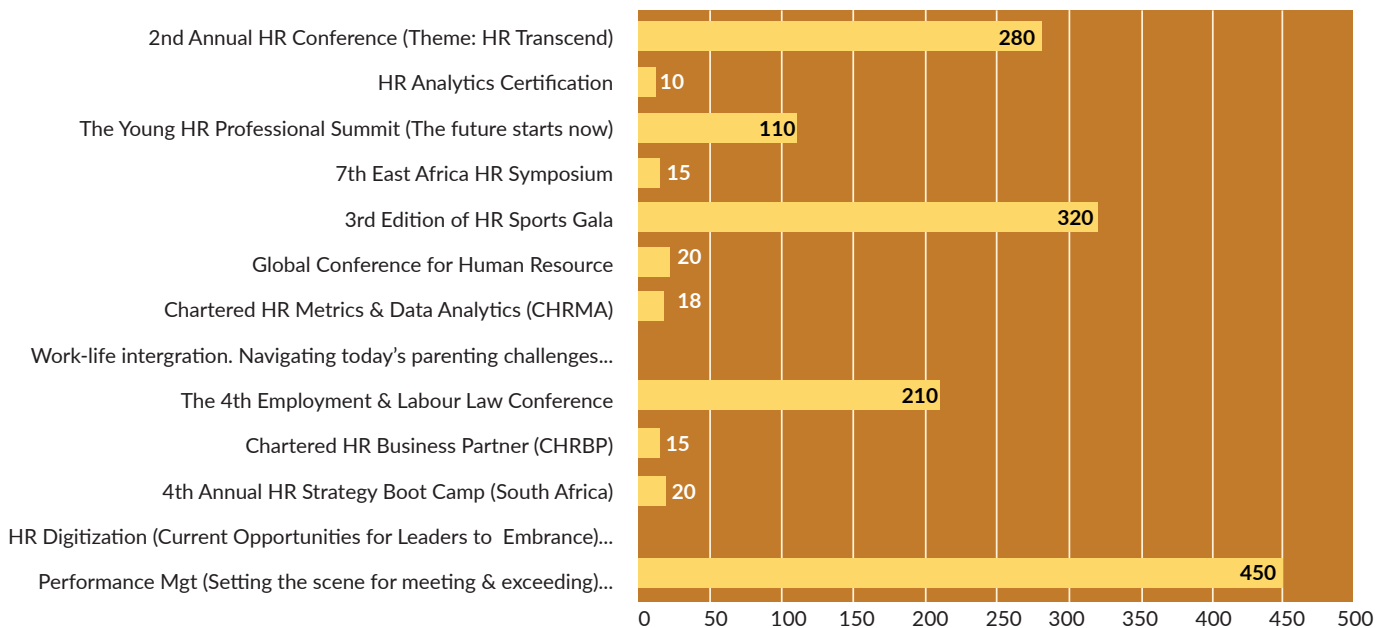
🌐 @hrmauofficial

PROFESSIONAL CALENDAR UPDATES

MEMBERSHIP DEVELOPMENT

Professional Development of Member 2025

Number of Participants 1 - 500



QUARTER ONE WEBINARS

The association appreciates our speakers for the value they added to our members and hope that we continue learning. Please visit our social media platforms and also download our professional calendar to enable your learning experience. If you would like to facilitate an area of your expertise kindly engage with the secretariat.

Human Resource Managers' Association of Uganda

HRMAU WEBINAR

PERSONAL BRANDING THROUGH SOCIAL MEDIA.

HOSTED BY:
MR. WASWA MOSES
CEO, SWIFT MINDS
DIRECTOR PR & MARKETING, HRMAU

6TH FEBRUARY 2026
12:00-1:30 PM

Attendance Link
<https://bit.ly/PersonalBrandingThroughSocialMedia>

connectshrmau.org | www.hrmau.org.ug | 0200903492 | #hrmauofficial

Human Resource Managers' Association of Uganda

HRMAU WEBINAR

UNDERSTANDING THE MANAGEMENT & OPERATIONS OF RETIREMENT BENEFIT SCHEMES IN UGANDA.

HOSTED BY:
CPA. DAVID KIWANUKA
SENIOR FINANCIAL ANALYST
URBRA

20TH FEBRUARY 2026
12:00-1:30 PM

Attendance Link
<http://bit.ly/4rH4ES>

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Human Resource Managers' Association of Uganda

HRMAU WEBINAR

SPEAKER
MAJORINE NANTAMBI
FINANCIAL LITERACY COACH

TOPIC:
PERSONAL FINANCIAL MANAGEMENT

5TH MARCH 2026 | 12:00-1:30 PM

Attendance Link
<https://bit.ly/Financialmgt>

connectshrmau.org | www.hrmau.org.ug | 0200903492 | #hrmauofficial

HR EVENTS

SHAPING THE FUTURE OF WORK: KEY INSIGHTS FROM THE 5TH ANNUAL HR PROFESSIONALS BOOTCAMP



Cape Town, South Africa, played host to the 5th Annual HR Professionals Bootcamp that took place from 25th to 27th March 2026. The event whose Theme was Blueprint for Rapid Organisational Change brought together a dynamic community of HR leaders and practitioners from across the African continent. With over 25 members representing the HRMAU delegation, the event was a vibrant convergence of ideas, experiences, and forward-looking strategies aimed at redefining the role of HR in a rapidly evolving world of work.

The bootcamp anchored on the theme **“Blueprint for Rapid Organizational Change,”** sought to empower HR professionals to become catalysts of transformation within their organizations. It emphasized the critical role of HR in navigating complexity, driving innovation, and aligning people strategies with business goals.

It featured an impressive lineup of speakers from across Africa, including Uganda’s own Doreen Muhangazi, who contributed to the rich exchange of perspectives and practical insights.

Key Areas of Focus

The discussions revolved around several critical sub themes and topics shaping the future of HR including;

- **People and Technology**
Conversations explored how HR can harness technology not just for efficiency, but to enhance employee experience, decision-making, and organizational agility. The integration of AI and digital tools was positioned as an enabler—but not a replacement—for human-centered leadership.

- **Trust Culture vs. Toxic Culture**

This discussion focused on the importance of building trust-based organizational cultures. Participants examined how toxic environments undermine performance, engagement, and retention, while trust-driven cultures foster innovation, accountability, and collaboration.

- **Better Business Decisions Start with HR**

The bootcamp reinforced the evolving role of HR as a strategic partner. HR is no longer a support function but a core driver of business outcomes, leveraging data, insights, and people intelligence to inform decision-making at the highest levels.

- **Championing People and Workplaces**

There was strong emphasis on HR's responsibility to advocate for employee well-being, inclusion, and meaningful work. Creating workplaces where people thrive was highlighted as a key determinant of organizational success.

- **The Human Edge in a Digital Future**

As organizations accelerate digital transformation, the “human edge” emerged as a competitive advantage. Emotional intelligence, empathy, creativity, and adaptability were identified as critical skills that technology cannot replicate.

Lessons Learned

Several important lessons emerged from the bootcamp:

1. **Technology Must Serve People, Not Replace Them**
While digital tools are essential, organizations that prioritize human connection and empathy will stand out in the future of work.
2. **Culture is a Strategic Asset**
Building and sustaining a trust-based culture requires intentional leadership, consistent communication, and accountability at all levels.

3. **HR Must Lead, Not Follow**

HR professionals must proactively shape business strategy, using data and insights to influence decisions rather than reacting to them.

4. **Continuous Learning is Non-Negotiable**

The pace of change demands that HR practitioners continuously upskill, adapt, and remain curious about emerging trends.

5. **Employee Experience Drives Performance**

Organizations that invest in employee well-being, engagement, and purpose are better positioned to achieve sustainable performance.

Key Takeaways for HR Professionals

- Embrace technology while maintaining a strong human-centered approach.
- Actively build and nurture trust within teams and across the organization.
- Position HR as a strategic partner in business decision-making.
- Prioritize inclusive, supportive, and high-performing workplace cultures.
- Develop future-ready skills such as adaptability, emotional intelligence, and digital literacy.

Conclusion

The 5th Annual HR Professionals Bootcamp was more than just a gathering—it was a call to action. As organizations face unprecedented change, HR professionals are uniquely positioned to lead transformation efforts by aligning people, culture, and strategy.

For the HRMAU delegation and all participants, the bootcamp reaffirmed a powerful message: the future of work will not be defined by technology alone, but by how well organizations harness the human potential at their core.

HR AND TECHNOLOGY: Managing the AI-Powered Workforce Revolution

By Dr. Irene Esther Mutuzo Sevume:
AI Expert & Digital and Organisational
Psychologist - Makerere University



Not long ago, the role of Human Resources professionals followed a familiar script: attract talent, manage performance, and nurture organisational culture. Today, that script is being rapidly rewritten. Artificial Intelligence is not simply another workplace tool; it is a transformative force that is redefining how talent is hired, how work is executed, how decisions are made, and even how productivity itself is understood.

This shift is already unfolding in subtle but powerful ways. Imagine a manager stepping out of the office and suddenly remembering an urgent report that must be sent. Instead of rushing back to their desk, they simply instruct their AI assistant via their phone with a simple message to carry out the task on their behalf. Within moments, their AI assistant accesses the necessary files, drafts a polished message, and sends it. What once required time, presence, and effort now happens seamlessly in the background.

What once felt extraordinary is quickly becoming an everyday reality. And in that quiet normalisation lies a powerful signal: the nature of work is not just changing; it has already begun to transform.

Beneath this apparent simplicity sits a much deeper shift. As work itself is being redesigned through intelligent systems, HR cannot remain static. It must evolve. The future of HR will no longer be defined by policies, procedures, and administrative efficiency alone but by how

intentionally it enables humans to collaborate, thrive, and create value alongside AI.

To truly grasp what this means, we must look beyond the surface and examine the critical changes already unfolding; changes that are redefining the role of HR and shaping the future of the workplace. Below are some of the key trends HR leaders must begin to pay close attention to as workplaces continuously evolve to become AI-driven:

1. Prompting is the New Core Skill: The Power of Asking the Right Question

One of the most significant yet often underestimated developments in the AI era is the rise of prompting as a core professional capability. Across organisations, employees are increasingly engaging with tools such as ChatGPT, Microsoft Copilot, Claude, and Gemini. Yet despite this widespread access, the outcomes produced often differ significantly from one individual to the next.

For instance, in an organisation, two team members were asked to use AI to prepare a client proposal. One submitted a generic, surface-level document that required extensive revision. The other produced a structured, insight-driven proposal that was nearly ready for submission. The difference was not effort or access to tools; it was how each individual approached the task.

This is where prompting comes in. Prompting is no longer just about giving instructions to an AI tool; it is about structuring thought. It requires clarity of intent, the ability

to provide context, and the discipline to refine outputs until they align with the desired outcome. In essence, it reflects how well an individual can think, not just how well they can use a tool.

In the past, workplace readiness was often defined by proficiency with tools such as Microsoft Office. Today, AI proficiency is rapidly becoming a key priority in recruitment, with organisations increasingly seeking talent that can effectively work alongside intelligent systems.

Forward-thinking organisations are already recognising this shift and are intentionally hiring workforce that is fluent in using AI. They are also not just introducing AI tools into workflows; they are actively training employees on how to interact with them strategically, understanding that the quality of output is directly shaped by the quality of input.

2. From Automation to Augmentation: AI as a Strategic Decision Partner

Much of the early conversation around AI centred on automation, the idea that machines would take over routine tasks and replace human effort. While this is certainly happening in some areas, what is emerging in practice is far more impactful: augmentation.

AI is not simply replacing work; it is reshaping how decisions are made.

In recruitment, for instance, organisations are increasingly using platforms such as HireVue to analyse candidate responses at scale. These systems can surface patterns in communication, assess competencies, and provide structured insights that would be difficult to generate manually. Yet, the most effective organisations are not delegating hiring decisions entirely to AI. Instead, they are using these insights to inform and strengthen human judgement, bringing both efficiency and depth to the process.

A similar shift is visible in workforce analytics.

Organisations leveraging tools like Visier are now able to anticipate employee attrition with notable accuracy. By analysing behavioural signals such as declining engagement, reduced collaboration, or changes in work patterns, HR teams can identify risks early and intervene proactively, often before an employee makes the decision to leave.

This marks a fundamental evolution in the role of HR. Decision-making is no longer purely reactive or intuition-driven; it is increasingly predictive and insight-led.

However, this does not diminish the importance of human judgement; if anything, it elevates it. AI can identify correlations and trends, but it cannot fully interpret context, understand emotion, or navigate the complexities of organisational culture.

HR professionals are, therefore, stepping into a more strategic role not just as decision-makers but as interpreters. Their value lies in translating data-driven insights into thoughtful, human-centred actions that align with both organisational goals and employee experience.



3. Data: A Competitive Advantage with Hidden Risks

As AI becomes embedded in HR processes, data is emerging as both a powerful asset and a growing risk.

Organisations can now analyse workforce data at scale, turning engagement, performance, and behavioural insights into more informed, predictive decisions. In recruitment specifically, HR is using data to identify the best-fit candidates, predict job success, and improve hiring outcomes. But this capability also introduces new vulnerabilities. Employees, often unintentionally, may expose sensitive information by uploading internal documents into AI tools for convenience.

In response, leading organisations are strengthening AI governance, setting clear boundaries on data use and building awareness across teams. For HR, this is a defining moment. Governance is no longer just about policies; it is about shaping behaviour that safeguards company data.

4. Ethics in Practice: Moving Beyond Policy to Culture

The ethical implications of AI are no longer theoretical; they are unfolding in real time.

There have been well-documented cases where AI systems used in recruitment have unintentionally introduced bias, disadvantaging certain groups. In other instances, the rise of deepfake technology has raised concerns about misinformation and trust in digital environments.

Global frameworks, such as those developed by UNESCO and the African Union have emphasised the importance of fairness, transparency, and accountability in AI systems. However, the real challenge lies in embedding these principles into everyday organisational behaviour.

This is where HR must lead.

Ethics cannot remain a compliance exercise. It must become part of how decisions are made, how leaders act, and how employees engage with technology. For instance, certain organisations now mandate employees to disclose the use of AI in generating reports or analyses, thereby fostering transparency and accountability.

HR's role is to ensure that AI is not only powerful but also responsible.

5. Redesigning Jobs: From Task Execution to Value Creation

A common fear surrounding AI is job loss. Yet in reality, we are not seeing the disappearance of jobs but their transformation.

Routine and administrative tasks are increasingly being automated, freeing HR professionals to focus on more strategic priorities such as employee experience, organisational development, and workforce planning. However, this shift requires intentional action.

HR must lead the reimagination of job roles, moving beyond asking which roles will become redundant to asking how roles can evolve to work effectively alongside AI. For instance, HR business partners are now expected to combine data analysis with behavioural insight, bridging the gap between analytics and human experience.

At the same time, employees must be prepared to collaborate with AI as a co-worker, not a replacement. This calls for new capabilities – critical thinking, AI interaction, and human judgment.

The future workforce will not be defined by static job descriptions, but by adaptable, evolving capabilities and HR must lead the way in shaping it.

6. The Rise of Hybrid Teams: Humans and Robots Working Together

In some parts of the world, the idea of working alongside machines is already a reality.

In Japan, humanoid robots have been introduced in customer service roles, assisting customers in retail and hospitality settings. Meanwhile, companies like Tesla are developing humanoid robots designed to perform repetitive or physically demanding tasks.

While this may seem distant in some contexts, it raises an important question: what happens when your colleague is not human?

For HR, this introduces a new dimension of workforce and change management. It is no longer just about managing people; it is about recruiting a workforce that is ready to interact with technology and machines while also managing interactions between humans and intelligent systems. This will require building trust, redefining collaboration, and ensuring that technology enhances rather than disrupts organisational culture.

7. Protecting Human Creativity in an AI-Driven World

Amid all the advancements AI brings, one of the most important challenges is preserving what makes us distinctly human, our ability to think critically, imagine, and create.

As AI tools become more powerful and accessible, there is a growing risk of over-reliance. When employees lean too heavily on AI-generated outputs, work can become uniform, predictable, and lacking in originality. Over time, this can erode independent thinking, the very capability organisations rely on for innovation and differentiation.

In a landscape where many organisations have access to the same AI tools, the real competitive advantage will not lie in the technology itself, but in how people think, question, and create with it.

Forward-thinking organisations are already recognising this. Rather than treating AI as a final solution, they are positioning it as a starting point, encouraging employees to challenge, refine, and build upon

AI-generated ideas. The emphasis is shifting from passive consumption to active creation.

HR has a critical role to play in shaping this mindset. This is not about limiting AI use but about guiding it. By fostering a culture that values curiosity, originality, and thoughtful application, HR can ensure that AI becomes a tool that amplifies human creativity, not one that replaces it.

HR Management will be at the Centre of the AI Transformation

We are living through one of the most significant transformations in the history of work.

And at the centre of this transformation is HR.

No longer confined to administrative functions, HR is now responsible for shaping how humans and intelligent systems coexist in the workplace. It must hire the right talent, equip employees with new capabilities, embed ethical practices, and design systems that balance technological advancement with human values.

The future of work is not about humans versus machines.

It is about humans, guided by thoughtful leadership, working intelligently alongside them. And the organisations that will lead in this new era will be those where HR steps forward not just as a support function but as a strategic driver of transformation.

Are you ready to take on this new role?

AI Disclaimer

The ideas, insights, and perspectives presented in this article are entirely original and reflect the author's professional knowledge and experience. Artificial Intelligence tools were used solely to support grammar, clarity, and language refinement.

BUILDING THE HR SCAFFOLD: Architecting the Future of Work through the Synergy of Human and AI Labor. Excerpts from the Strathmore Global Institute (SGI) Annual HR Breakfast

Delegates at the recent SGI annual breakfast session facilitated by Professor Joseph Onyango, expected another discussion about emerging technologies; however, the room was filled with a sense of urgency. By 2026, many of our organizations will be experiencing “AI fatigue.” We have the tools, but we lack the structure. The session was an encounter with a powerful and practical idea that every HR Professional in Uganda should reflect on: “the need for an HR scaffold.”

Delegates left with a powerful realization: HR must move from being administrators of headcount to Architects of Labor. The analogy of a scaffold in construction allows builders to reach new heights safely, as the Professor asserts. In our profession, the HR Scaffold represents the policies, skills, ethics, and trust structures that allow humans to work alongside AI without being displaced or diminished.

Here are five practical lessons from Professor Joseph Onyango’s presentation for the Ugandan HR professional to apply in the age of AI at work:

1. Move from Banning AI to Governing “Digital Labor.”

The instinctive response in many offices has been to restrict AI. However, according to the Professor, banning AI creates “Shadow AI,” where employees use tools without oversight, risking sensitive data. We therefore need to stop viewing AI as just software; treat it as Digital Labor. Our actions should be to establish the “Control Strut.” Define which AI agents have executive authority (e.g., in payroll validation)

and which require human sign-off. Move from temporary “bans” to permanent “Safety Rails.”

What we, as HR, should do now:

- Clearly define which AI tools are approved for use
- Set boundaries on what organizational data can be shared
- Clarify which decisions AI can support and which must remain human
- Communicate these guidelines and consistently

2. Build HR Architects, Not Just “Prompt Experts.”

According to Professor Onyango, while “Prompt Engineering” is a trending skill, it cannot replace deep HR expertise. For most of our organizations, the priority should be Augmentation, not replacement. We need to shift from the need for people who can talk to robots to the need for HR leaders who can direct “multi-task orchestration.” To make this shift, we need to adopt the CLEAR framework for all AI interactions: Clarity, Limits, Examples, Audience, and Refinement. Use AI to amplify your judgment, not bypass it. In addition, we should focus on:

- Strengthening core HR and business skills
- Training teams to direct AI work intelligently
- Using AI to amplify impact, not bypass judgment

And most importantly, he mentioned the future belongs to HR professionals who understand people, context, and culture and can deploy AI strategically.

3. Ethics and Trust Are Non-Negotiable

In Uganda, our workplace culture is deeply relational. AI introduces risks of bias and “dehumanization” that can erode the trust we’ve spent years building. We need to use our cultural context, the spirit of “Omuntu,” as a competitive advantage that AI cannot replicate.

The practical steps for HR are:

- Review recruitment and performance tools for bias
- Be transparent when AI informs decisions
- Ensure sensitive employee matters remain human-led
- Train leaders to question AI outputs, not accept them unquestioningly
- Professor Onyango went on to emphasize that without trust, even the best technology will be resisted.

4. Redesign Jobs Around Tasks, Not Titles

AI is quietly dismantling the traditional job description. Work is becoming a fluid ecosystem of tasks rather than a static list of duties. In the reality of today’s resource-constrained environments, productivity must increase without necessarily increasing headcount. Therefore, as HR, we need to identify “bottlenecks” in your current workflows. What can we then start doing?

- Identify tasks that can be automated or augmented

- Redesign roles to focus on judgment, relationships, and creativity
- Shift performance measurement from hours worked to outcomes delivered
- Invest in continuous reskilling

5. Orchestrate the Hybrid Workforce

The near future will see us managing a “Hybrid Scaffold”—a blend of flesh-and-blood talent and silicon-based agents (AI Agents). HR’s role is shifting from managing headcount to Labor Orchestration. We need to start a “Digital Labor Audit” across our organizations to identify which repetitive tasks are draining our team’s energy. How can an AI “Scaffold” support them so they can focus on strategic growth?

In his final remarks, Professor Onyango reflected: “The question is no longer whether AI will change work in Uganda, that is already happening.” The real question is whether HR will lead this change or merely react to it.

The scaffold we build today, through governance, skills, ethics, and trust, will determine whether AI strengthens our people or sidelines them. This is our moment to step forward, not as administrators, but as the architects of a productive, relevant, and human-centered future.



Attendees at the Strathmore Global Institute (SGI) Annual HR Breakfast

UPCOMING EVENTS



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PROFESSIONAL DEVELOPMENT CALENDAR Q2-Q4 2026

PROGRAM	DATES OF TRAINING	INVESTMENT	FORMAT	CDP POINTS
Labour & Employment Law Conference	28 th - 29 th MAY 2026	1,000,000 UGX	PHYSICAL	5CDP
Mental Health	29 th MAY 2026	FREE	ONLINE	1CDP
HR for non-HR Managers (The evolving role of line managers)	11 th - 12 th JUNE 2026	600,000 UGX	PHYSICAL	3CDP
HR Risk Identification & Mitigation	25 th JUNE 2026	FREE	ONLINE	1 CDP
Chartered HR Business Partnering	13 th -17 th JULY 2026	1800 USD	PHYSICAL	10 CDP
Procedures for undertaking an effective HR Audit	30 th JULY 2026	FREE	ONLINE	1 CDP
4th Edition of HR Sports Gala	22 nd AUGUST 2026	FREE	PHYSICAL	5CDP
Global Conference Human Resources Africa	AUGUST 2026	TBC	PHYSICAL Ghana	10CDP
Integrating ESG into HR policies & practices	30 th SEPT 2026	FREE	ONLINE	1 CDP
4th Young HR Professional Summit	18 th SEPT 2026	200,000 UGX	PHYSICAL	5CDP
Chartered HR Metric & Analytics	21 th - 25 th SEPT 2026	\$ 1800USD	PHYSICAL	10CDP
3rd Annual HR Conference	11 th - 12 th NOV 2026	1,300,000 UGX	PHYSICAL	10CDP
HR Reveal Awards	13 th NOV 2026	300,000 UGX	PHYSICAL	5CDP

BRIDGING PROFESSIONALS AND PURPOSE: THE HRFH NILE COACHELLA PARTY

Two hundred years ago, much of Africa's interior was unknown to European explorers. It was often described as mysterious, even dangerous. In July 1862, John Hannington Speke stood at Ripon Falls in Jinja and marked what he believed to be the source of the Nile. That moment placed Jinja firmly in history.

On March 28, 2026, history echoed not in search of rivers but in pursuit of connection, purpose, and professional unity. The Human Resource Fun House (HRFH) embarked on a landmark professional expedition dubbed the HRFH Nile Coachella Party, a vibrant professional expedition from Kampala Capital City to Jinja City. The trip was sponsored by several partners, including MUA Insurance, Absa, Nile Nest Resort, Unifi, Signum Advocates, Jay's Fashion Store, Ashley Motors, Sikia Café, Credo Management, Utopia, Britam, and Nourish & Glow, who believed in this noble cause.

Behind it all was a coordinated effort by the HRFH Executive Committee, Vice President Winnie Busingye, Treasurer Marion Violet Kusoniwa, Secretary General Dorah B Baguma, Public Relations, and Resource Mobilization Joseph Duku, Committee members Joel Omwansu and Wilberforce Nsamba, led by HRFH President Joel Kafiire, to ensure this idea is transformed from concept to member experience.

The purpose of the professional expedition was deliberate. This was not just a trip; it was a movement to bridge Kampala's HR community with regional HR professionals.

Through a cohort model known as Kikoosi, HRFH is extending its reach beyond Kampala capital City. Busoga region already had an existing and thriving Stone City Kikoosi within Jinja City, and this made it the most suitable region for this maiden event to begin. The goal was simple yet profound: to ensure every HR practitioner, regardless of geography, feels part of a growing, inclusive professional body. The goal was not to introduce something entirely new, but to connect, strengthen, and recognize what already exists.

The journey itself set the tone and was nothing short of electric. Travel rarely feels like part of the event, but this one did. Delegates departed Kampala Capital City aboard the iconic Kayoola bus from Kiira Motors and an Executive coaster from EDX Travel and tours, escorted by Uganda Police lead patrol for a seamless ride through the Kampala city's bustle. A cultural stop at Namawojjolo market treated members to its famed roasted chicken and gonja, while music, dance, and storytelling transformed the road trip into a rolling celebration of connection and camaraderie. People who might not normally interact were sharing stories, laughing, and settling into something less formal.

By the time the delegation arrived in Jinja, the transition felt complete. A stop for a group photo at the Jinja City roundabout marked the moment, but it also raised a quiet question: how often do professionals give themselves space to simply connect without an agenda?

At Nile Nest Resort, the setting did most of the work. The river moved steadily in the background. The suspended umbrellas added a layer of comfort, making it feel like not even the weather could stop reggae. Conversations picked up easily. Members engaged with what was referred to as the “HR Bataka” a way of recognizing the local professionals as custodians of their space and community. The event was structured but not rigid. There was music, led by the Sakata Band. Some conversations moved between professional and personal without effort. The hosts, Allan Musoke a.k.a THEE SOKEE and his co-host Esther Nampijja, kept things flowing without drawing attention to the mechanics of it. Then there was the fashion. The Coachella and boho theme gave people room to express themselves differently. It wasn’t about standing out for the sake of it. It was about showing up with intention. You could see it in the details—how people carried themselves, how they interacted. Dressed in stunning Coachella and boho-inspired outfits, attendees embodied style and identity. The ladies radiated elegance and creativity, while the gentlemen stood out as men of character built on values, driven by vision, and anchored in purpose. At one point, watching the crowd, it was hard not to notice the shift: less formality, more presence.

There’s something special about spending the day with fellow HR professionals dressed in your coolest outfits, sharing great food; a signature meal from the Nile; fresh and unhurried Whole Tilapia, sipping ice-cold cocktails from UBL, and enjoying expertly mixed mocktails from Harris International, all while the live band sets the perfect soundtrack for connection and conversation.

An evening grounded in shared humanity with something more personal: the celebration of January, February, and March birthdays. The recognition of the best-dressed attendees added a light competitive edge. Claire Kisakye and Allan Joshua Mwesigwa took the honors.

This event was both a reminder and challenge that the HR professional network should not be limited to Kampala alone. There is far more value in stepping beyond our routine. Real connection often happens outside familiar spaces, where ideas are exchanged freely, and relationships take root. This is what it means to have connections in motion, just as the HRFH Nile Coachella Party demonstrated.

Compiled by HRFH ExCo



Coachella Best Dressed Male & Female



HRFH EXCO - Driven By Purpose, Defined By Class



Symbolic Arrival At Stone City- Jinja



The HR Funhouse of Uganda

Member Articles



Beyond Compliance: Why Workplace Crèches Are the Next Governance Imperative

Brian Kambaho Karogo - Legal & Corporate Governance Professional | Company Secretary | Co-Founder, Brana Babies
Email: branababies@gmail.com

Uganda's evolving employment framework, particularly proposals to make lactation rooms mandatory, signals a progressive shift in how we define the modern workplace. It reflects a growing recognition that employee well-being is no longer peripheral, but central to organisational performance and long-term sustainability.

However, the real test for employers and HR leaders is not compliance, it is leadership. If lactation rooms are the starting point, then workplace crèches must be the next step. The case for lactation spaces is clear. The World Health Organization recommends exclusive breastfeeding for the first six months of a child's life, yet many Ugandan mothers return to work as early as three months postpartum. Without appropriate facilities, this creates a difficult trade-off between professional continuity and child well-being.

Providing lactation rooms is therefore both a practical and ethical response. But it is not sufficient. Working parents require more than spaces to express milk, they require systems that support care. Childcare challenges affect concentration, attendance, and ultimately retention of talent. For employers, this translates into hidden costs that are often underestimated.

Workplace crèches address this gap directly. From a human capital perspective, crèches are a strategic investment. Organisations that provide accessible childcare solutions are better positioned to retain skilled employees, reduce absenteeism, and strengthen engagement. They also enhance their employer brand in a labour market where talent is increasingly values-driven.

More importantly, crèches enable continuity, of care for the child and of contribution for the employee. For HR professionals, this presents an opportunity to move beyond reactive policy implementation towards proactive workforce design.

From a governance standpoint, the conversation must be elevated further. Family-friendly workplace policies, including breastfeeding support and childcare infrastructure, should no longer sit solely within HR departments. They are matters of Board oversight and strategic direction.

Boards and senior leadership must begin to ask how workplace structures support employees across different life stages, whether organisations are enabling long-term productivity and retention, and what investments are being made today to secure a resilient workforce tomorrow.

Embedding childcare solutions into organisational strategy aligns directly with broader ESG priorities and strengthens long-term sustainability. It signals that organisations recognise employees not only as economic contributors, but as individuals with real and evolving needs.

My perspective on this issue is shaped by both professional practice and personal experience. As a legal and corporate governance professional, I have observed the increasing shift towards people-centred governance. At the same time, together with my wife, Diana Nshemereirwe, we co-founded Brana Babies, a business focused on early childhood solutions for children aged 0–3 years.

Through this journey, and in collaboration with design and build partners, we contributed to the development of a lactation room and nursery facility for the Private Sector Foundation Uganda (PSFU). One insight stood out, when organisations create intentional spaces for working parents, the impact is immediate. Employees feel supported, productivity improves, and organisational culture is strengthened. What begins as infrastructure quickly becomes a reflection of values.

For many organisations, the challenge is not intent, but execution. Questions around cost, space, and design often delay progress. This is where HR leaders must take a more strategic role, bridging policy and practice.

Workplace crèches do not have to be complex or uniform. They can be tailored to organisational size, implemented in phases, and developed through partnerships that bring together expertise in childcare, design, and operations.

What is required is a shift in mindset, from viewing childcare as a personal responsibility to recognising it as a shared enabler of organisational performance.

The proposed Employment Bill provides a strong foundation. But legislation alone will not transform workplaces. Leadership will.

Employers and HR professionals now have an opportunity to define a new standard, one where workplaces are designed not just for efficiency, but for sustainability, inclusion, and human dignity. Workplace crèches are not an added benefit. They are a governance imperative.

The organisations that recognise this early will not only comply with the law, they will lead the future of work in Uganda.



CAREER TRANSITION – HOW TO POSITION YOURSELF TO BE MORE MARKETABLE TO YOUR NEXT EMPLOYER

Ruby Engena Obote [Mrs.] -
HR Development Manager at Quality
Chemical Industries

The month was May and the year was 2019. I found myself seated across a table opposite my Line Manager then, Mr. Elvis Rufus Baijuka and the HR Director at the time, Mrs. Martha Munnu Omer [RIP]. I distinctively remember this time because it was a few days to my birthday, 30th May. Martha and Elvis asked to see me 'briefly' over lunch. I was an HR Business Partner for Sales and Marketing at the time. I Joined Coca-Cola Beverages Uganda as an HR Officer in 2016 and here I was 3 years later as an HR Business Partner. Steady progress I thought. I however was not ready for the conversation I was about to have. When the HR Director and HR Manager call you in over lunch, ideally it is to discuss a 'people issue.' The last thing on your mind is that you are the people.

This is how the conversation went.

Martha: So Ruby, if you were to choose any role in the business to do, what would it be?

Ruby: HR Manager [Because duh it was obvious that was the line of growth]

Martha: No think outside the box, what role would you do?

Ruby: I don't know, maybe PR or Marketing, or Communications, I do not know honestly this has caught me off guard.

Martha: What about Sales?

Ruby: Sales?? [Laughs in panic]. I do not know. I have never thought about it.

Martha: Sales would be good for you because you get to understand the business at a holistic level, grow your leadership skills etc.

Ruby: Looked on in silence

To cut the long story short, on 4th June, 2020, I was in a manual single cabin pick up on my way to Mbale to be the Area Sales Manager for Mbale- Kapchorwa region. New job. New Career. New District, New Car! New is exciting but it is also scary. When conversations revolved around talent management, recruitment, employee value propositions and the like, I had what to say. Here I was listening in on conversations around numbers, purchases, oftakes, Ribets, stock outs, stock levels etc and I was 'Blick,' like the Millennials like to say. I remember sitting in my room once and crying because I was just feeling embarrassed to not know what I was doing.

After crying and realizing that Mbale was my new home, I decided to, take it in, to be vulnerable, to learn and ask questions. By the grace of God, that year I was the best Area Sales Manager of the year. I eventually left the role in Mbale in 2022 to be a Sales Capability Specialist. A role I did for a few months before I returned to Human Resource as a Human Resource Business Partner for Uganda at Unilever. A role I did for two and a half years. I am currently the Human Resource Development Manager at Quality Chemical Industries, by the Grace of God.

The Transition was hard; I won't lie but it was absolutely worth it. It gave me an edge over my peers. It has made me understand Business Performance everywhere I have worked. I know what to look out for and I can speak the language of the business somewhat effortlessly. The Ruby in the room with Martha and Elvis in 2019 was comfortable and clueless of the more that she could be. The one I am now, is aware that this is not it. There is always something new to learn and that puts the extra in extra ordinary.

If you ever find yourself in a situation where you must transition in Career, grab it by the horns because it will make sense later. A sales job is nice when you are performing well. When the numbers stop numbering, you will hate it. I experienced both. The glory of great performance and the shame of struggling performance. I received accolades and received invitations to performance improvement plans [PIPs]. Both taught me something; how you finish is entirely up to you. *Be number one always, but act like number two.*

Looking back today, I realised that every path you take is for a reason, whether you love it or hate it. It is an opportunity to learn, re learn and unlearn and reshape your thinking, because believe it or not, your mother might have told you that you are the most intelligent and best person in the world but newsflash, someone is always more intelligent and better, it is on you and I to humble ourselves and learn.

Here are a few tips on how to position yourself to be marketable to your current or next employer;

1. Say Yes to challenges and opportunities. Everyone likes easy things and everyone has excuses. The sales job was not forced on me. I had to say yes. When you say yes to things you automatically leave the pack and begin to LEAD the pack.
2. Learn in your season. It is easy to complain and be disgruntled. Great leaders humble themselves and learn while the rest don't.
3. Trust the process. The process might not know that you are trusting it though, nevertheless, with patience, trust the process.
4. Pray. Believe it or not, we are in a spiritual world. Prayer is your biggest weapon.

All the best. You are blessed.



DANCE AS A CATALYST FOR MENTAL WELLNESS

Sandra Akello - Team Leader, Sello Expressions, a team building company

Employees in today's marketplace face a lot of challenges ranging from job insecurity, low wages, in some cases poor working conditions, debt, high cost of living, failed relationships, children on drugs, aging parents that need care and the list goes on. It doesn't help when the news indicates that soon many taxes will be introduced to the market and you will have to adjust your seat belt. It's been said in different spaces that Dance is a powerful catalyst for our mental wellness with key benefits being that it reduces stress, elevates our mood and enables us to channel different emotions like anger, sadness and even excess joy the right way. Dance is a great outlet that also helps improve our memory and coordination reducing the risk of suffering from dementia.

As we grow older, some of us are taking care of aging parents and yes, the answer could be dance. In some circles the following statistics stand;

98% of dancers reported improved mood from their practice.

95% of dancers felt more aware of their emotions.

67% of dancers reported increased confidence

Are you in a season where you need to boost your confidence, grow your team work with ease, take back control over your emotions please enjoy my story about dance.

It was during the second edition of the Bayimba International festival in 2009 at the National Theatre in the Uganda Cultural Centre, that I first heard such a variety of music genres and excitedly hopped from one stage to the other, that my ears caught a distinctive sound that was new to me, yet it had such a melodious beat and rhythm that my feet could not help but sway me to it. It was the Afro-latin dancefloor in the hut. I had never seen such a synchronized dance and not just one but a continuous change from one to the other. I later got to learn from Cuban salsa, afro-beats, bachata, merengue, chacha, kizomba and gosh! The most exquisite dances of the night – the Ballroom and contemporary performances. It felt like a dream – Cinderella dream being swayed all over the floor from one side to the other in such a gentle and firm way. In that moment, I felt I could fly because that is what the dance made me feel. Thankfully, a basic class was arranged for beginners and we were invited to the dancefloor. I immediately hopped in like a baby running for candy. This was the first time I fell in love with latin, ballroom and contemporary dance and this relationship is now over 17 years old and still counting.

Dance became and continues to be such a happy and safe space for me. It is the one place I have been able to express myself the most without a single soul hearing a thing from me yet my body screams all sort of emotion; my deepest pain, joys and anger with every dance move and song beats. It's like a musical poem. As an individual, dance takes me on a completely different journey of intimacy with myself and interaction with my environment and as such it has boosted my self-confidence, improved my body posture almost as a model because the dance demands it for better execution and is an opportunity to interact with music at a different level and network with the people we meet on the dancefloor.

I have been a dance instructor for over a decade now and have had the pleasure of choreographing the First dance for quite a number of wedding couples and their entourage and also those learning for fun or celebrating anniversaries. Dance is an experiential language to communicate how you feel to oneself and to others and for couples it is simply miraculous because it creates a safe space of interaction and intimacy. In short, I sell connection and romance through dance. Most times during the session, we tell the couple that only they know the moves and can recreate it on the floor if they forget what we taught them in the class. This helps to build trust and confidence in oneself and one another. It also becomes a platform for conflict resolution and reconciliation among the couple.



You can certainly enjoy dance as an individual, a couple, a group of friends and even as a family. Dance is an essential for great health because it moves your body hence an exercise, helps you derive a deep joy from within which enhances positive vibes and attitude, it gives you a platform to express all manner of emotion and gives you clarity. This is great for the nervous system because it stabilizes and harmonizes it hence reducing the level of stress, stimulates the brain to think critically and strategically for one's general well-being. Consider dance using simple steps at home, as a workout Zumba session, using it to enhance your relationship as a couple by often dancing around the house and of course to make your wedding memorable and enjoyable. This naturally lights up every spirit in any group dance takes place and releases happy hormone – oxytocin also known as the LOVE Hormone which encourages more bonding, more activity and productivity at home and within the workplace.

As I sign out how about giving Dance a chance. Introduce moments to dance in the workplace as a means of connecting with different staff members. Let us consider changing our rhythm and adopting a free flow where we reconnect with our souls and let the music play.

I wish you a life full of joy, happiness and mental wellness.



WORK REDEFINED: UGANDA'S LEGAL AND EMPLOYER READINESS FOR THE DIGITAL AGE

Grace Nabakooza, Head of Employment Law
and Legal Relations
Federation Of Uganda Employers

At the 2019 centenary celebrations of the International Labour Organisation, there was intense discussion on the Future of Work given the advancement in technology thereby diminishing and, in some instances, abolishing certain jobs. In a space of 5 years, we see this discussion coming to fruition where there has been disruption of jobs and what a traditional workplace looked like where staff had to report to the office premises on a daily, change in the 8-5 direct hours of work and emerging work tools such as artificial intelligence which delivers results faster without necessarily employing turns and turns of employees.

With the above emerging changes and some much more ahead of us, the Uganda legal regime have been tested to check their implementation in the current work environment. Employers acting through their human resource practitioners must remain alive to the changing work dynamics but also comply with the existing employment laws of Uganda.

Here are some key considerations that employers should be aware of:

1. Artificial Intelligence and Possibility of Re-organisation

We all know that artificial intelligence has immensely benefited employers when it comes to delivering work much faster and efficiently. For instance, a number of chief executives no longer need personal assistants to prepare letters, respond to emails among others because artificial intelligence has provided responses much faster and efficiently. To this end, such personal assistances and so many other professions have been affected, thereby leading to their exit from employment.

Such works of artificial intelligence have made employers to re-organise their operations thereby rendering jobs redundant. Employers must therefore remain cognisant of the legal and human resource requirements of declaring a workplace redundancy and eventual collective termination e.g. there must be a selection criteria, there should be discussion with the likely affected employees on what else should be done besides the redundancy, one-on-one meetings should be held with affected employees to provide explanation on why they have been selected-using the already established selection criteria, the eventual termination must be in writing and psychosocial support must be provided to the affected employees. This process must be adhered to even where it is only one (1) employee who is going to be declared redundant.

2. Hybrid/Remote working and general safety and health provisions

Over the years, a traditional workplace is known to be the physical premises of an organisation but with the changing work dynamics and more recently the covid-19 situation demonstrated that it is possible for an employee to effectively and efficiently perform their duties while away from the physical organisation premises. Employers are increasingly considered and ask the following questions: is the employee's home also a workplace? Who is responsible for providing work tools while the employee is away from the physical premises? In case of an accident, who is responsible? What about the safety and health measures while the employee is in remote work?

The above questions and so much more are a testament that each employer should have a policy on remote and hybrid working. The 2025 amendment of the safety and health legislation has recognised the workplace as anywhere the employee is able to perform his/her duties and responsibilities. The responsibility of ensuring a safe and health work environment is placed on the employer during remote/hybrid working. It is therefore important that each employer has a policy on remote/hybrid working with appropriate authorisation for each employee in writing.

3. Data Protection Concerns

Because in certain instances some organisations work remotely, the security of the company documents may be compromised because management does not have control on the internet networks that employees may use. Similarly, some employees in the workplace use unsafe internet networks and transfer documents, flash discs, email accesses among others.

Every employer is tasked to have in place a data protection policy, sensitise employees on the abovementioned policy and obtain a certificate from the National Information Technology Authority. A designated data protection officer should regularly follow up to ensure that all staff are adhering to the provisions of the policy.

4. Gig workers and Contracting processes

Because of the growing economic needs, employees have found themselves with the requirement of having to undertake more than one job and this practice affects the would-be full-time employment. In fact, the younger employers increasingly prefer to work for shorter/part-time as opposed to full-time commitment of 8-5. This has become evident with the e-commerce sector e.g. a person has a day job and offer the weekend, he/she is operating/using the car through Uber, Faras, Safe Car among others. Some of the rising concerns are: are these gigs workers entitled to contracts? Are they even employees or not? What are the terms and conditions of exit-are there any terminal benefits?

While full-time is applicable for certain jobs, employers should remain cognisant of the growing gig economy, its dynamics among others. Employers should remain compliant with the existing employment legislations while embracing part-time employment.

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For addition to Telegram
HR Reveal Group



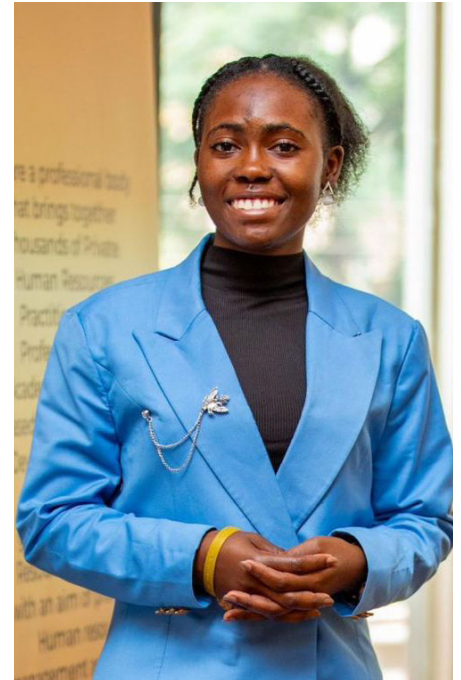
**JOHN PAUL
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For queries on website
member registration and
Glue Up Registration



**SONIA
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+256709332500

For queries on Invoices
and Receipts plus any
general queries.



Become an HRMAU MEMBER

First time subscription

UGX 500,000

Renewals

UGX 300,000

Make payments via



MoMo
from MTN

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MOMO code 318594

2% transaction charge



airtel
money

1 1 8 7 1 4 3

HRMAU

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ACC.No: 0341158087

Human Resource Managers
Association of Uganda

