

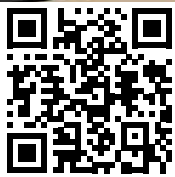
# HR FOCUS

HUMAN RESOURCE MAGAZINE

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Q2 2015

## Driving Employee **Engagement**



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### Spotlight

Ghana Airports Company Limited

### His Leadership

Mr. Kojo Addae-Mensah  
CEO, Databank

### Cover Story

Driving Employee Engagement

### Article

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# CONTENT



5 - 6  
NEWS:

10  
ARTICLE:  
Korporate Kingdom Keys

18 - 19  
SPOTLIGHT:  
Ghana Airports Company  
Limited

20  
ARTICLE:  
"The Exit Plan"

22 - 23  
SPOTLIGHT:  
Mr. Kojo Addae-Mensah  
CEO, DataBank

24  
HR & TECHNOLOGY:  
Technology and Employee  
Engagement:  
Just another Romantic Story

10  
THEME STORY:  
Driving Employee Engagement

25  
ARTICLE:  
Data Analysis and Reporting:  
Access or Excel?

30  
ARTICLE:  
An Obvious Viable and  
More Efficient Option for  
Infrastructure Development in  
Ghana

38  
ARTICLE:  
The CEO of Me Inc.

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## Best to Prepare for the Days of Necessity

In one of Aesop Fables, the story is told of the ant and the grasshopper, in a field one summer's day, a grasshopper was hopping about, chirping and singing to its heart's content, while an ant passed by, bearing along with great toil an ear of corn he was taking to the nest. The grasshopper asked the ant to join him for a chat and lazy about by asking the ant, "Why bother about winter when we have got plenty of food at present." When the winter came, the grasshopper found itself dying of hunger, while it saw the ants distributing, every day, corn and grain from the stores they had collected in the summer.

The moral of the story ...It is best to prepare for the days of necessity.

Ghana is seeing some economically hard times, and for organisations that hope to still stay in business, there is the need to plan strategically for the future if they have not done so already. One way to do this is by keeping the workforce active and ensuring that employees are committed to the organisation's goals and values, motivated to contribute to organisational success, and able, at the same time, to enhance their own sense of well-being. The story of the ant and grasshopper provides an ambivalent moral lesson about the virtues of hard work and the

need to plan for the future; careful preparation and planning is a key step to any endeavour. How do you plan to have a constantly engaged workforce? Is it even possible?

This edition of the HR Focus magazine brings home this very aspect of business success and the possibility of having enough to share and eat during "winter" on the theme, Driving Employee Engagement.

Our spotlight section brings you a special feature on the CEO of Databank and the story of Ghana Airports' strategic alignment to make Ghana the preferred gateway to West Africa. Read about the health benefits of banana, get some sumptuous meals on the bites on the run page and other exciting articles that you will absolutely love reading.

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Enjoy!



# Employers have many Opportunities to Prevent Absence

Researchers at Morneau Shepell, one of the world's leading providers of employee and family assistance programmes, have validated a chain of factors that predict absenteeism.

"Our study builds on a growing body of research and suggests that presenteeism may be an early indicator of future absences," said Paula Allen, Vice President of Research and Integrative Solutions, Morneau Shepell. Presenteeism happens when someone goes to work and their productivity is impaired because of illness or personal issues. "Given the significant relationship between diminished mental health, increasing presenteeism and an increase in absenteeism, it is imperative employers address issues related to both mental health and presenteeism early with their staff in order to avoid the long-term effects of absenteeism and its associated costs."

Morneau Shepell's statistical model indicates that the link between decreasing health and

absence may not always be direct. In other words, an individual who begins to feel ill mentally or physically may not always take sick time right away. Changes in overall health can significantly predict changes in mental health. In turn, changes in mental health can lead to presenteeism; and depending on the situation, the existence of presenteeism can significantly predict time off work, which means that there are steps in between someone beginning to feel ill and their absence from work. These intermediate steps can be viewed as risk indicators that provide more than one opportunity to intervene, in order to help avoid someone taking time off work.

"This is part of why the same health issue in two different people may result in work absence for one person and not another," said Allen. "Many employers have programmes to support employees with health issues in staying at work, however, when this does not happen early, a chain can follow – ill health can lead to decreased mental health, presenteeism is more

likely to be triggered, and absence is more likely as a result. Even if support is not provided at the first sign of ill health, preventing absence through intervention can still be successful by attending to any signs of mental health issues or presenteeism."

"Absenteeism, short-term disability and finally, long-term disability, can have negative consequences for both the employee and employer, so preventative action makes a lot of sense," said Luc Bourgeois, Manager, Research and Analytics, Morneau Shepell. "Unfortunately, presenteeism is difficult to measure on an aggregate level, but typically, well-trained managers can see when an employee's behaviour or productivity has changed. It is important to intervene and encourage the employee to seek help at that point, before the situation progresses."

Nathan Gibson  
Manager, Corporate Communications  
Morneau Shepell Ltd.

# Employee Engagement is About Connections and Good Work

A 2015 McQuaig Global Recruitment Survey has revealed that "employee engagement may or may not be aligned with employee job satisfaction, as engagement is tied to employees' connection and commitment to their work and their particular organisation."

Respondent in the survey identified "Connections with people at work" and "Ability to do my best work within a context that is meaningful to me" as conditions that will get them engaged.

"More and more, we want to do good work with people we enjoy working with. We want to know the work we do has greater value – how does my daily effort contribute to the "big" picture both in terms of company goals and the greater good," they said.

The report advised companies to focus attention on how to foster trust, strengthen relationships, and help employees see how their work makes a difference. It added that "the most straightforward, most impactful, and most personal way is through specific, timely and frequent recognition from anyone

to anyone."



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## Skills Set for **HR Function** Will Shift

**N**igel Sullivan, Group HR Director of TalkTalk, UK, and a Senior HR Director for 20 years, has stated that the emphasis on HR, today, is more on change, transformation, organisational development, engagement and business partnering rather than necessarily deep functional specialism. "The business expects the traditional "personnel" HR elements to just work or be automated and the HR team to add value to the overall business objectives; attract and retain talent, be agile, engage colleagues, etc," he says.

He said this in an interview with HR Zone, UK, an online community

of HR professionals in May 2015. Mr. Sullivan added that a lot of HR systems can be corporate and clunky and therefore HR departments must offer their people a consumer grade experience by giving people managers access to information.

"The fundamental change is that everyone has direct access to information that had previously been held by HR and that managers now have the information and tools to manage their team. It releases people management from the HR department to where it belongs, which is with line managers." He revealed that with the advent of the next

generation Human Capital Management systems, the onus will be more on organisational development and design, transformation, change management and talent management, which will demand an even higher degree of agility from HR professionals.

"As the profession evolves, the team will be more sophisticated and operate more in line with consultancy-type skills. There will also be fewer but higher skilled people in HR as the systems take away the need for processing, and managers take on more responsibility," he concluded.

## MTN Ghana Rolls Out Hitmaker 4



**M**TN Ghana, the country's largest telecommunications service provider has launched the MTN Hitmaker Season 4. The MTN Hitmaker is an original talent hunt reality show opened to Ghanaians who believe they are bound to be Hitmakers and strives to discover and nurture the great creative potential in Ghana.

The first season of the MTN Hitmaker reality show saw Naterial win the coveted prize which plunged him into stardom and ever since, many aspiring musicians were greatly inspired to partake in the Seasons Two and Three of the MTN Hitmaker. Season Two winner, Koo Ntakra is making waves in the music industry with some hit tunes and collaborations with some of Ghana's top musicians.

Togbe, winner of the Season Three has proved his creativity and why he emerged winner of last season. His debut track, which featured hiplife artist, Kwaw Kesse, was released a few months ago and it is steadily climbing the charts.

MTN duly invites all Ghanaians who have the flair, confidence, style and attitude for stardom to file their entries by visiting [www.mtnplay.com.gh](http://www.mtnplay.com.gh) to download a registration form and upload demo or a track of their own. Further to this, aspiring Hitmakers can also send entries via Whatsapp to 055393255.

The potential Hitmaker who has no demo or track yet can catch up with the audition teams in Takoradi on the 20th of June, 2015 at the

Atlantic Hotel; Kumasi on the 27th of June, 2015 at the Miklin Hotel and in Accra on the 4th of July, 2015 at the GHOne Entertainment Television studios. The ultimate winner of the MTN Hitmaker 4 will take home GHC 100,000 in cash.

MTN Ghana is part of the progressive story of this country, which is why we are proud of our all-round contribution to the growth and prosperity of this country.

# Workers Voice Grievances on May Day

International Workers' Day is the commemoration of the 1886 Haymarket Massacre in Chicago, when Chicago police fired on workers during a general strike for the eight hour workday, killing several demonstrators and resulting in the deaths of several police officers, largely from friendly fire.

May Day was formally recognized as an annual event at the International Socialist's second congress in 1891, following a proposal by Raymond Lavigne for international demonstrations on the 1890 anniversary of the Chicago protests.

In many countries, the working classes sought to make May Day an official holiday, and their efforts largely succeeded. Today, May 1 is a national holiday in more than 80 countries and celebrated unofficially in many other countries.

May Day celebrations commonly sees organised street demonstrations and marches

by working people and their labour unions throughout most of the world. This year's May Day celebration in Ghana, as usual, was characterised by workers displaying placards to drive home various messages, some of which were "Labour Department, Respect the Right of Workers to Unionize;" "Mr. President, Please Minimize Tax Exemptions;" "ADB Bank Case is an Example of looting of Public Assets;" "ADB Bank, collect loan of Ghc600million and stop sale of shares for GHC200million;" "Low Salary but Utility Very High;" "After Employment Policy Launch, Where are the Jobs?" "Our Brothers are Losing their Jobs because of the Energy Crisis;" "Don't Impose Pension Alliance on us," among many others.

Some of the unionized organisations which took part in the parade include, Ghana Commercial Bank, Agric Development Bank, Ghana Revenue Authority, Rana Motors, Get Labour Company Limited, Nestle Local Union,

Public Utilities Regulatory Commission, Labour Department, Total Petroleum, Ghana Ports and Harbours Authority, Forestry Commission, Cocoa Marketing Company Limited and Alliance Française.

In a later development, the Minister of Employers and Labour Relations in a press conference on 6th May, 2015, announced the Government's directive to halt any process that will lead to the sale of the ADB House until further notice. He also asked ADB to put on hold its decision to put out an Initial Public Offer (IPO) prior to further consultations with all stakeholders, including unionized workers of the bank.

The minister said, "Management is to subject the finalization of the decision to further consultation with other stakeholders and in particular the union (UNICOF and the local union) before proceeding to its conclusion."

## 10 HR Trends for 2015

Deloitte has unveiled its Global Human Capital Trends 2015 report, outlining the trends HR can expect to see – and handle. Authors of the report highlighted ten trends which are "reshaping the nature of work and the ways organisations approach talent management."

- **Leadership:** Creating excellent leaders remains highly important, ranking as the second biggest priority for HR in this year's survey. However, while almost 90% of respondents cited it as either "important" or "very important," the findings also suggested that organisations have made little or no progress since last year: the capability gap for developing leaders has widened in every global region.

- **Learning and development (L&D):** Companies will need to be actively exploring new approaches to learning and development as they confront increasing skills gaps, the report said. While the importance of the issue increased, HR's readiness to handle it weakened – just 40% of respondents said that their organisation was prepared for L&D in 2015, compared to 75% last year.

**Culture and engagement:** Deloitte's researchers found that this year, culture and engagement were rated the most important issue overall, replacing leadership as the top priority.

- **Workforce on demand:** All aspects of the workforce are being managed sophisticatedly, including the hourly, contingent and contract workforces within organisations. 80% of respondents said workforce capability would be an important issue in 2015.

- **Performance management:** In today's world of work, the need to rethink organisational management – including managing, evaluating and rewarding people – is one of the biggest necessities, according to Deloitte.

- **Reinventing HR:** The need to re-skill HR itself weighed in as the fourth biggest issue for 2015's Human Capital management, but also showed little progress from last year.

- **HR and people analytics:** According to the report, too few organisations are actively implementing talent analytics capabilities to address complex requirements for business and talent. In 2015, HR should make "serious investments" in leveraging data when it comes to making people decisions.

- **People data everywhere:** The report found that over the next year, many organisations are expected to expand their HR data strategies by harnessing and integrating third party data about their people from social media platforms. The report's authors wrote that "it is now urgent and valuable for companies to learn to view, manage, and take advantage of this data for better recruiting, hiring, retention, and leadership development."

- **Simplification of work:** In response to "information overload" and increasing system complexity, companies are predicted to simplify work environments and practices. The authors said that this will be done in 2015 by implementing design thinking and overhauling the work environment to help employees focus and relieve stress.

- **Machines as talent:** Cognitive computing—the use of machines to read, analyze, speak, and make decisions—is impacting work at all levels. Some believe that many jobs will be eliminated.

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# KORPORATE Kingdom Keys

Working as a body is a way of life adopted by different individuals from various backgrounds in an organisation who have decided to work together to solve problems or to achieve their corporate vision. Therefore as workers, we must realize that in spite of our individual weaknesses, shortcomings and temperaments, each person was knit and woven together uniquely for a purpose. We must harness our strengths, build synergy and work together as a team, but how?

## Discover

Discover something new at work today and make a commitment to develop it. This new discovery may require you to see something positive in your fellow worker. Do you always report the negative attitudes of your colleagues to your superiors, instead of working on your own looming faults and shortcomings? Take a moment to discover some positive attitudes in your colleagues. Help them build their strengths. Ideally, learn from Jesus who did not condemn Peter over his actions and failures but rather built on his strengths.

## True Desire

To be led by your own desires brings forth sin and death. Do you involve God every day as you perform your assigned roles in your workplace? Do you think God is incapable of teaching and directing you when it comes to your job? Let us learn to acknowledge God in all our ways not some! It is not enough to know this ; it is

high time we adopted the serious attitude of applying it. When you involve the Lord in your corporate life, He reveals His presence to you in different ways which refreshes and revitalizes your work experience. Try it!

## Temperance

Be a person of few words. Do you get offended because of what you hear your colleagues say? Make it your priority that, no matter what you hear at work, you will be careful not to react uncontrollably. Instead, you will pause and respond to the issue only after deep reflection and analysis. This approach will always put you in control and enable you nurture the virtue of temperance.

## Perseverance

Your character will unlock doors. Put in your best at every task you are assigned to. Never allow destructive criticism, opposition or intimidation in the workplace to influence the quality of your work. Instead, have the mindset

that you are working for your Lord, not for any man and this will propel you to persevere and shine in spite of all distractions.

## A Life Worth Living

Do you know that you are an untold story? Your life too must tell a story. Are you living your life the way you want to live it, how others want you to live it or how your Heavenly Father has purposed you to live it? Let your life be worth living by running only the race that He has set before you so that the story of your life shall be pleasing to Him in the end.

Let us begin to work together in our organisations as one body, each part playing its unique role to achieve a common goal. Have a good day!

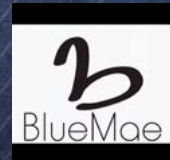
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# Wearing Your Corporate Personality

By: Afua Safoa

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Margaery Tyrell is a character in George R. R. Martin's "Game of Thrones" who was set to marry Tommen Baratheon, after the demise of Tommen's brother Joffrey. In an analysis review of Margaery's second wedding dress, the costumiere, Michele Clapton explained that "In this wedding, Margaery assumes a more regal role. She doesn't want to scare Tommen – who is gentle – or appear too eager so soon after Joffrey's death. Being too sexy would open her up to criticism." One fan however, expressed his sentiments as to why the creators of the story will put so much detail in a character's appearance. I would want to believe that this fan does not understand the role a costume plays in shaping the personality of a character.

This can be said about our work life. Every organisation or industry in which one finds himself or herself demands that you play a certain character everyday of your life. When you come to the corporate world too, our role demands that we look a certain way - crisp and refined. This is where a lot of people fall short because they do not understand their part. In this edition of corporate me, we will learn a few things about how we can dress appropriately to fit our personality and the organisation we work in.

## Know your personality type

Like the good playwright that he is, God created all of us uniquely with distinct personalities. Many people have tried to categorise the personalities of people in different ways - from the four temperaments (sanguine, melancholic, choleric and phlegmatic) of ancient civilization, to the most recent progress in psychology. A personality model called the Myers Briggs Type Indicator (MBTI) is one of the most recent advances in testing one's personality. For instance extraversion denotes people who focus on the outside world while introversion also signifies focus on the inner self. Know your personality and it will enable you determine your outfit.

## What colour fits your personality?

Why is it so necessary that I know what colour fits my personality? What would it do for me? This question is

just like asking why widows wear black. Colour speaks volumes about you and lets you know how to act and react around people. I took a colour personality test once, and it really helped and encouraged me to do things that will take a lot of persuasion to do. One important thing to note is that your personality colour, when worn, puts you in a good mood for any activity. For example, extraverts prefer warm colours like red while introverts prefer cool colours such as blue. Colour is used to represent a lot of things, know and understand which one characterises you.

## Know the style that fits your personality

I was given the task of contacting some people for an interview. Among the people I spoke with was a gentleman who really caught my attention with his unique voice and accent. I was really rooting for this chap until the day of the interview. When I saw him, my placard for "hire him" came down just as fast as it went up. His sense of style was definitely a no-brainer. Many people are numb when it comes to their fashion sense. Some just throw anything on, while others, genuinely, do not know how to dress appropriately for work. You may want to take time from now on to build a sense of style before the name calling sets in. Trust me; it is not a very pleasant experience.

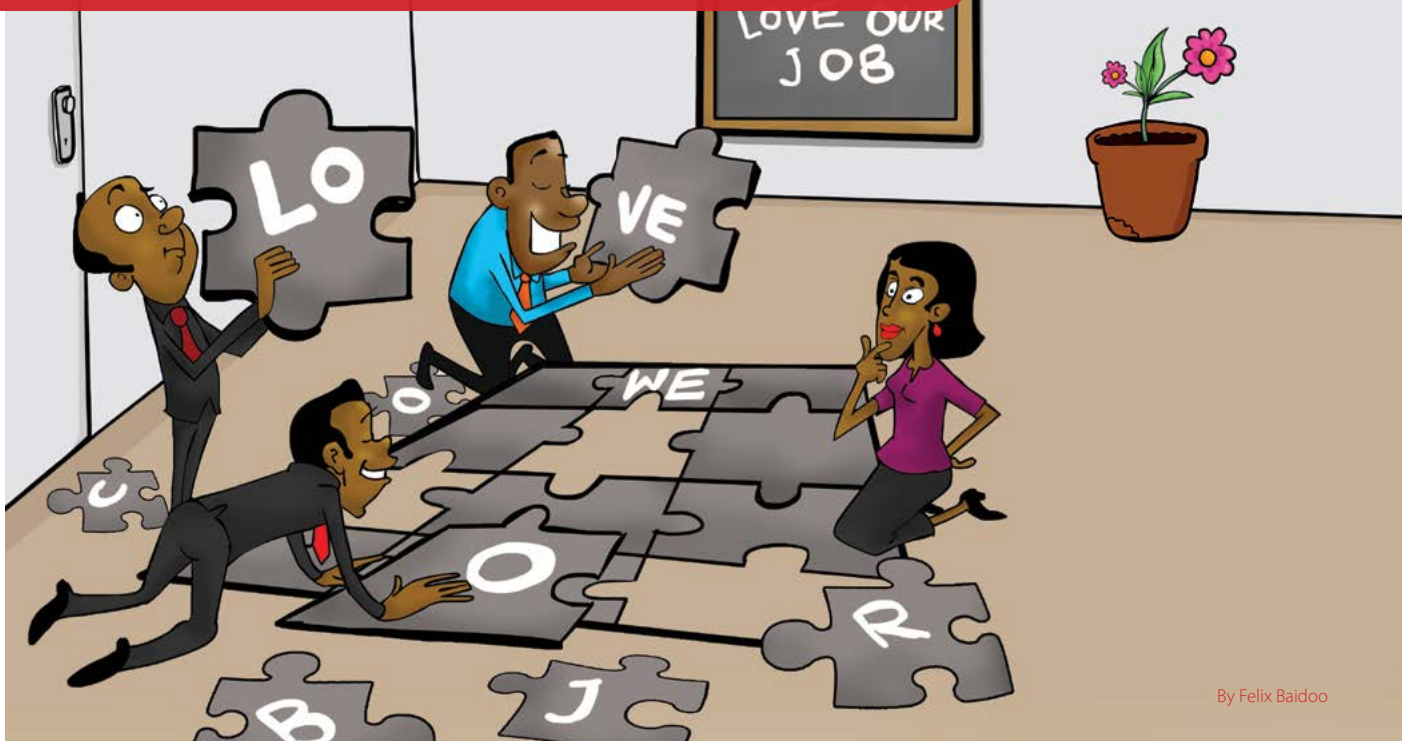
## Understand "corporate" and how your personality fits in

When we say "dress corporately," the first things that come to the minds of a lot of people are suits, ties, heels, and dark colours. That is very true, but that should not stop you from creating your own style. The corporate world is not the military where everybody is required to wear a uniform (though some corporate organisations do.) Couch your own niche personality and rock it like it is yours.

There is a saying that "There is nothing new under the sun." Somebody has attempted to do something you are trying out. What will make you stand out is how well you are able to personalise it. Do not let anything stop you, go on and wear your corporate personality like you mean business.

Call Ruth on 0242 863389

# Driving Employee Engagement



By Felix Baidoo

Often people ask this very important question: What makes one organisation more successful than the other - is it superior products, services, strategies, or technologies?

The truth is that all of these contribute to the success and performance of A-listed companies, but the fact also remains that all of the above stated attributes will have no basis without one crucial element - people, employees, workforce. They create sustainable competitive advantage, and therefore, Return On Investment (ROI), company value and long-term strength.

Research has shown that employees who are engaged significantly outperform work groups that are not engaged - thus a correlation between engagement and performance.

Employee engagement is a business' backbone. It is the result of the psychological contract plus the experience that exists between an employee and the employer; the foundation of which is respect, trust, and performance.

Over the years, most organisations have not factored this into performance management or just undertake it once a while because it has become a modern day fad. It must however be noted that engagement is dynamic; it changes over the course of an employee's tenure at the workplace and overall career as a consequence of multiple events and factors. Again, engagement is intrinsic and individual and so must be tailored to the segments of employees or individual preferences. This

will require the employee's voluntary connection to the business and to its purpose; which includes an emotional component to the workplace in order to achieve desired outcomes. Thus, even though employee engagement entails an emotional connection, it also involves a rational component as the employee decides whether or not to be engaged, given his or her individual circumstances. An engaged employee is aware of the business context, and thus works with colleagues to improve performance within the job. Research by Gallup, the American research-based global performance-management consulting company, describes engaged employees as being psychologically committed to a job, and likely to be making positive contributions to an organisation.

The story is told of a janitor who worked at the NASA. When he was asked what he was doing, he replied, "I am helping to put a man on the moon." This employee realised that despite his position as janitor, he was making meaningful contribution towards the success of the business. This is what happens when people are engaged - they feel a sense of belonging and purpose and intrinsically contribute to business goals.

To this end, organisations must be interested and must play a fundamental role in encouraging employees to grow both personally and professionally. This should be continuously motivated to broaden employee horizons and assist them to fulfil their potential through exposure to a wide and varied range of learning and development opportunities, defined by the business, and evaluated at regular intervals.



### What drives employee engagement?

Like every human endeavour, employee engagement does not just happen. It must be a conscious lifestyle embedded in the culture of organisations who wish to be relevant in a dynamic and competitive environment. According to MacLeod report there are four 'broad enablers/drivers' critical to gaining employee engagement. These are strategic leadership, engaging managers, employee voice and integrity.

**Strategic Leadership:** 'a strong narrative that provides a clear, shared vision for the organisation is at the heart of employee engagement. Employees need to understand not only the purpose of the organisation they work for but also how their individual role contributes to that vision.'

It has been established that employees who have a clear understanding of how their roles align to organisational objectives put forth a third more discretionary effort. So in order to drive engagement and improve employees' connection to the organisation, it is vital that we do not just encourage managers to explain that connection but enable employees to help each other understand how goals and roles set by the organisation translate into day-to-day work.

### Engaging Managers:

'engaging managers offer clarity for what is expected from individual members of staff, which involves some stretch and much appreciation and training.....treat their people as individuals, with fairness and respect and with a concern for employee's wellbeing..... (and) have a very important role in ensuring that work is designed efficiently and effectively.' The presence of engaging leaders or line managers is an important driver of engagement and this goes beyond job titles. The interpretation of an engaging leader or line manager, in this context, is someone who drives people to a common purpose and brings confidence to a team. The presence of engaging managers is the life blood of the engagement process. Top management visibility could be employed to prop up the process of employee engagement. This could be in the form of encouraging senior managers to 'walk the floor' and provide regular updates on the organisation's strategic progress through corporate communication channels.

### Employee voice:

an effective and empowered employee voice – employees' views are sought out; they are listened to and see that their opinions count and make a difference. They speak out and

challenge when appropriate. A strong sense of listening and responsiveness permeates the organisation, enabled by effective communication.'

The views of employees must be sought and factored into decisions. Employees must be able to make contributions and criticize when appropriate without any victimisation at the workplace. Top management must ensure that there is a symmetrical (two-way) flow of information and steps must be put in place to ensure not just the "pushing" of information to employees but also the "pulling" of information. Research has shown that more than two-thirds of employees lack opportunities to contribute to the success of their organisation. Management should ensure that employees select and own initiatives for improving organisational performance.

### Integrity:

'Most organisations have espoused values and all have behavioural norms. Where there is a gap between the two, the size of the gap is reflected in the degree of distrust within the organisation; if the gap is closed, high levels of trust usually result. If an employee sees the stated values of the organisation being lived by the leadership and colleagues, a sense of trust in the organisation is more likely to be developed and this constitutes a powerful enabler of engagement.'

It has been established that in organisations where the actions of senior leaders support fairness, trust, respect for management and employees, teamwork and cooperation, there is a high level of engagement and a sense of affinity towards the organisation. This means there should be consistency in what is said and what is done.

**Recognition and appreciation:** Another driver which is also crucial to employee engagement but which is not readily captured in the MacLeod report is Recognition and Appreciation. This demonstrates that employees are valued and that their contributions are acknowledged by the organisation. Recognition could also mean that leaders notice the often unnoticed things that employees do to make their organisations successful.

For every organisation which seeks to build a strong base for its employee engagement drive in order to remain competitive in an ever changing business setting, these drivers of employee engagement is not a last resort but a first response. It does not require complex or expensive investment in new ways of working

but it does need wholehearted support of senior managers through their leadership and strategic vision and through the enactment of line managers.

### A number of factors cripple employee engagement including:

Line managers not being equipped with the relevant skills  
Organisational complexity – one engagement initiative may not fit all  
Communication - many organisations struggle to get the right message to the right individual at the right time

Lack of buy-in and support from senior leadership.

In concluding, it has been established that gaining employee commitment and attachment has positive benefits for the organisation and the employees themselves. Engagement therefore comes about when people care about doing a good job and care about what the organisation is trying to achieve and how it goes about doing it. This caring attitude and behaviour comes about when people get satisfaction from the jobs they do, work effectively, and believe that the organisation supports them to.

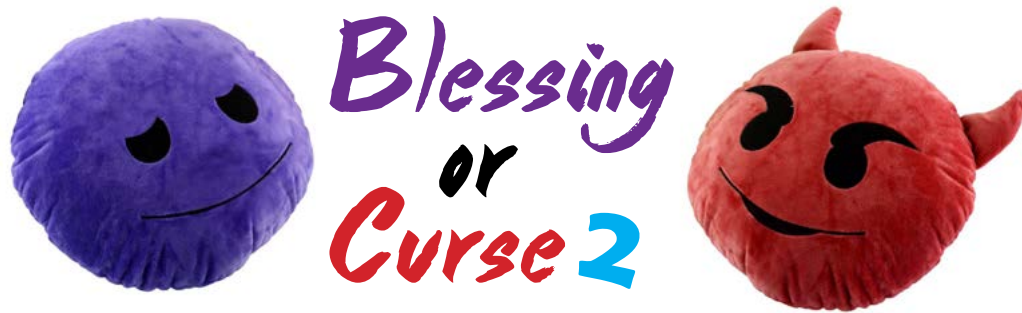
Additionally, it is important for human resource managers and leadership to understand that each organisation or team is unique. Therefore making it necessary for them to know which drivers of engagement are most important to their people at any given time, and more importantly, which of these top drivers represent weaknesses in the eyes of their people so they can take action.

With the calibre of talent available to organisations and companies, it is critical to continually develop employees' talent and engagement levels. If done correctly, these engagement levels can result in employees offering exceptional service to clients and the organisation. Lebo Tseladimitlwa, Vice President of Human Resources at DHL Express Sub Saharan Africa, notes that effective employee engagement policies which have the involvement of management can drive innovation, productivity and bottom-line performance, and should be utilised to counter adverse market conditions.■



MCIPR  
Communication Professional

# Employee Transfer;



Dr. Pascal Brenya

In the Q1 2015 edition of the HR Focus magazine, we started the subject of employee transfer on the topic, Employee Transfer; Blessing or Curse? We discussed the purpose and types of employee transfer.

In this edition, we go further to understand the importance of employee transfer, its drawbacks and why every organisation must have a good transfer policy.

## Importance of employee transfers

Transfer of employees is a must, and essential in an organisation for the purpose of minimising politics between employees, ensuring cordial relationships, increasing transparency in work, obviating syndicate of employees for unethical purpose and preventing nepotism in organisations.

Employee transfer is considerable and most essential when the position of an employee is a top-level in hierarchy. In the governmental organisations especially, employees holding top-level positions are affected with frequent transfers for the reason, to obviate nepotism and to increase transparency in the work.

Organisations without transfers for their employees may have employees creating their own informal groups for their common interest and their own benefit. Subsequently, this may lead to secrecy in the flow of work, organisational politics among employees, decline in coordination between employees, and eventually, drop in overall organisational performance.

## Drawbacks from employee transfers

Inauguration point of view, transfer of employees will definitely benefit organisation and also keeps away disturbances and misunderstandings in between employees. However, there are a few negative effects of employee transfers on individuals or employees.

- Team Morale - Employees who are having attachment with an organisation will have their morale affected due to transfer to some other location or due to the transfer of a supervisor
- Family members of employee who got transferred may be psychologically disturbed because they have to move their entire family to new locations and it may take time to get accustomed to a new place.
- Cost - The employee will incur some financial costs as a result of transporting his households and furniture.
- Employee Turnover - Employee transfer may lead to resignation if the employee is unwilling to change current location.

## Transfer Policy - a Must for every Organization

Every organization should have a fair and impartial transfer policy which should be known to each employee. The responsibility for effecting transfers is usually entrusted to an executive with power to prescribe the conditions under which requests for transfers are approved. Care should be taken to ensure that frequent or large-scale transfers are

avoided by laying down adequate selection and placement procedures for the purpose. A good transfer policy should:

1. Specifically clarify the types of transfers and the conditions under which these will be made
2. Locate the authority in some officer who may initiate and implement transfers
3. Indicate whether transfers can be made only within a sub-unit or also between departments, divisions/plants
4. Indicate the basis for transfer, that is whether it will be based on seniority or on skill and competence or any other factor
5. Decide the rate of pay to be given to the transferee
6. Intimate the fact of transfer to the person concerned well in advance
7. Transfer must be in writing and duly communicated to all concerned
8. It must not be made frequently and not for the sake of transfer only

Now you have the tips. Get your processes on point to keep your workforce happy and willing to cooperate in the event of a transfer.



CEO,  
Focus Central Ghana Ltd.



# The Challenge of Managing Millennials

By: Dorothy Owusu



Last year, organisations globally were hit with a high rate of employee turnover. According to the U.S. Department of Labor's Bureau of Labor Statistics, the job separation rate as of February 2014 was 3.2 percent. This includes quits, layoffs, discharges and other separations. The quit rate alone — a measure of workers' willingness or ability to leave jobs stood at 1.7 percent.

In another research conducted by HayGroup in conjunction with the Centre for Economics and Business Research (Cebr), it was predicted that the average employee turnover globally, was set to rise from 20.6% in 2012 to 23.4 per cent by 2018 – representing some 192 million separations. "Emerging markets are set to feel the brunt of the turnover spike first, beginning this year, while developed economies will start to see departures peak in 2014, as economic conditions improve," the research revealed.

Employees moving away from you in droves should be a thing of worry for every organisation – could it be that you are not doing something right? To identify the key factors affecting employee retention Hay Group conducted a detailed analysis of their employee opinion database, which includes information from over 5.5 million employees across the world. The research revealed that confidence in leadership, opportunity for career development, autonomy, supportive work environment and appropriate compensation are among the most consistent predictors of employee engagement and commitment.

Another twist to this issue is that the most employees who leave organisations are Millennials. The question is, "Who are the Millennials anyway?" The Pew Research Center,

an American think tank organisation, also defines Millennials as being born from 1981 to 1997. Here is another jaw dropping fact, they make up the highest percentage of the 21st century workforce.

One may wonder why this group of workforce makes up the highest number of turnovers in organisations. My immediate thought would be the opportunity to make a difference and the outpouring of entrepreneurial spirit. We live in a generation where young people are gradually taking over the reins of leadership in various industries and leaving significant footprints. In their 35th issue, Business World Ghana featured 20 of Ghana's most influential business leaders under 40. Most of these young people (the least being 22 years old) were CEOs of their own companies or held high grade positions in the organisations they worked with. Millennials are constantly encouraged with the achievements of their peers and would definitely want same for themselves.

That notwithstanding, many hold the view that Millennials are quick to run off, and uninterested in paying their dues. This however contradicts the opinion of Nancy Lublin, CEO of Do Something, (a non-profit organisation that inspires young people to take social action). She believes this claim is a cliché and partially true to the least. Rather, she puts the onus on managers to inspire a sense of long term commitment in a generation that prioritises flexibility and autonomy.

How do managers achieve this then? In order to manage Millennials effectively, you need to understand how they work. Susan

M. Heathfield, an HR Expert provides some insights on this;

- Millennials have a "can-do" attitude about tasks at work and look for feedback about how they are doing frequently – even daily.
- Millennials want a variety of tasks and expect that they will accomplish every one of them. Positive and confident, Millennials are ready to take on the world.
- They seek leadership, and even structure, from their older and managerial coworkers, but expect that you will draw out and respect their ideas.
- Millennials seek a challenge and do not want to experience boredom. Used to balancing many activities such as teams, friends, and philanthropic activities, Millennials want flexibility in scheduling and a life away from work.
- Millennials need to see where their career is going and they want to know exactly what they need to do to get there. Millennials await their next challenge – there better be a next challenge.

If organisation want to attain a high level of retention, then it is very important that they take a critical look at this generation and restructure things to meet their needs. Believe it or not they are "the most connected generation in history and will network right out of their current workplace if these needs are not met" – Susan Heathfield.

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# Employing People with Disabilities

By Charlie Graham

I must be getting old. I clearly remember the debates about bringing ethnic minority employees into the workforce, paying women equally to men, and even preserving the workplace wisdom provided only by older workers. Today, such debates seem as antiquated as whether women are capable of riveting airplane panels, as thousands of 'Rosie the Riveters' proved in World War II. Yet today, a similar debate rages over whether people who have disability can successfully hold a job. In fact, it is the same old debate.

To properly engage in this debate, we must better understand some definitions. In the U.S. for example, having a disability does not mean that a person uses a wheelchair, or has a developmental disability such as Down's syndrome, although these are popular notions. In 2009, the U.S. Congress greatly expanded the definition of a disability to give it a broad interpretation when they amended the Americans with Disabilities Act (ADA): millions more Americans fall under prohibitions against discrimination on the basis of disability by employers.

But that is all negative gain – telling employers what they must not do. The trust and respect are gained with an understanding, usually by experience, that the old arguments against hiring minorities and women are just as inapplicable and biased as they were in 1940, 1960 and 1980. People with disabilities are a different population, but the biases, arguments and tactics are the same. And as was the case

with women and minorities, most resistance is based on misinformation. Here are the facts behind the misinformed objections most often related to hiring people with disabilities.

1. People with disabilities are a safety and health risk. Nope. My company, Peak Performers, has been seeking out and hiring disabled people for more than 20 years and our workers' compensation rates are no higher or lower than any other employer in temporary staffing. And, of course, under the Affordable Care Act, insurers are no longer permitted to exclude or rate-up people with pre-existing conditions.

2. Bringing people with disabilities into my workforce will disrupt the morale and integrity of my workforce. Nope. They are already in your workforce and you just do not know it. They have been hiding their condition(s) for fear that revealing it will cost them and their families money, security, advancement, trust, respect and the myriad of other working conditions made available to non-disabled workers. This is no cause for alarm though. The fact that they are already there among your workforce suggests that their condition is not adversely affecting their performance, or your culture. Having a disabling condition is becoming more and more like having a nose – nearly everyone has one.

3. People with mental or psychiatric conditions are dangerous in the workplace. Nope, unless, of course, you are prone to ignoring

alarming behaviours. Some people are just plain mean. Don't hire mean people. You can tell the difference when you talk with them. Some of the most successful, visible, popular and famous people have a diagnosis of some kind and have overcome the effects of their condition to manage whatever it is, such that it does not manage them.

4. How can I trust them? Simple. Just do it. I can tell you from decades of experience in making that same decision that they will be no better and no worse than anyone else you hire. Everyone needs time off to fix a broken car, or to pay their last respects to Grandma. You can start to worry on the 3rd grandmother.

So, if you regard yourself as one of the enlightened employers who have readily accepted women, minorities, people of other cultures and older workers into a broad cross section of your workforce, for equal pay and for equal work, then you can gain further competitive advantage in your marketplace by consciously reaching out to people who have a "condition" in an equal manner to recruit, hire, train, employ and promote. But I caution...you too may make many new friends from among this population, just like all others to whom you have opened your employment ranks. Trust and respect goes both directions.

Founder and CEO of Peak Performers  
Austin Texas





Charles Kwame Asare  
Ag. Managing Director



# Ghana Airports Company Limited

**G**hana Airports Company Limited (GACL) is on a mission – “to provide world-class airport facilities and services for the benefit of our stakeholders.” In line with this mission, the company commenced an elaborate programme of activities aimed at developing, renovating and refurbishing infrastructure at Kotoka International Airport (KIA) and all the regional airports.

While most of the projects are ongoing, a number of them have been completed and the whole idea behind this massive ground swell of infrastructural development is to ultimately serve the customer (passenger) better.

The Ghana Airports Company Limited (GACL) emerged from the Ghana Civil Aviation Authority (GCAA) in line with modern trends in the aviation industry. The Civil Aviation Act, Act 678 of November, 2004, provided for the establishment of a Civil Aviation Authority, which will focus on the core functions of airspace management and safety regulations whilst allowing for a different organisation to handle airports development and operations. Pursuant to this, the GCAA was restructured into two bodies, the Ghana Civil Aviation Authority (GCAA) and the Ghana Airports Company Limited (GACL).

GACL commenced operations in January 2007 with the specific responsibility for planning, developing, managing and maintaining all airports in Ghana including Kotoka International Airport (KIA) and the three domestic airports namely Kumasi, Tamale, Sunyani, as well as various airstrips.

In September 2013, a 9-member GACL Board was constituted with Mr. Tony Lithur as

Chairman and Mr. Charles Kwame Asare as Ag. Managing Director. Other members are Dr. Bettie Solomon-Ayeh, Mrs. Gizella Tetteh Agbotui, Dr. Ebenezer Ato Ayirebi-Acquah, Dr. Vitus Anaab-Bisi, Mr. Twumasi Ankra Selby, Mrs. Irene Akoto Marfo and Grp. Capt. Reginald Ralph Ayisa.

With the vision to “position Ghana as the preferred aviation gateway and leader in airports business in West Africa,” the Board has subsequently embarked on a programme to transform Ghana’s airports.

GACL’s values, “S.E.R.V.I.C.E,” drive its transformational agenda, highlighting GACL’s new commitment to customer service and service excellence in all activities.

- S Safety and Security - Provide safe and secure airports
- E Efficiency - Manage resources efficiently
- R Reliability - Strive for reliable systems
- V Visibility - Be visible and proactive
- I Integrity - Be transparent in our dealings
- C Customer-Focused - Make our customers our priority
- E Excellence - Strive for Excellence in all we do

Functions of Ghana Airports Company Limited include ...

- Develop, manage and maintain airports and airstrips in Ghana
- Facilitate aircraft, passenger, cargo and mail movements
- Provide safety and security for Aircraft, Passengers and Cargo in accordance with best international practices
- Coordinate the operations of other agencies that provide support services at the airports to enhance overall efficiency
- Provide rescue and firefighting equipment and services at airports

HR Focus magazine, following an in-depth discussion with management of GACL, brings to you some on-going and future projects of Ghana Airports Company Limited...

## ON-GOING PROJECTS

### KOTOKA INTERNATIONAL AIRPORT (KIA)

KIA has had some challenges coping with the increase in passenger numbers over the past few years, far exceeding the capacity of the airport infrastructure. Passengers travelling through KIA now have some relief from the congestion and long queues that characterized activities at the arrival and immigration hall at the airport.

The Ghana Airports Company Limited has began expansion work on the arrival hall to add an additional 5,142m<sup>2</sup> floor area to the existing 6,031m<sup>2</sup>. The project which is expected to be completed by the end of 2015 includes the installation of two new baggage handling equipment to bring to four the number of baggage handling equipment at the arrival hall.

Other improvements comprise the installation of additional immigration booths, new air conditioning systems, electrical, mechanical and plumbing works, additional floors to serve as offices for GACL and other stakeholders at the airport, among others.

The project is being funded from internally generated funds and is being undertaken by contractors; Amandi Holdings Limited.

Meanwhile, efforts are being made to make the existing terminal operationally effective. Washrooms in the terminal building have been refurbished to ensure the comfort of passengers.

Additionally, with the aim to provide 24-hour security at every area of the airport, installation of modern CCTV cameras at every area of the airport is about 90% complete.

Most importantly, the old escalator at the departure terminal has been replaced with a new one. GACL has also taken delivery of a second escalator and two new lifts. The installation process is on-going and is expected to facilitate movement of passengers from the departure hall to the boarding gates.

Re-roofing of the entire terminal building at KIA is progressing steadily.

Other on-going projects at KIA include the redesign of car parks, reconstruction of taxiway and apron pavements, rehabilitation of the touchdown zone and the construction of 17 apron parking stands for mix fleet aircrafts.

### TAMALE AIRPORT

Tamale airport, which is currently served by Antrak, Starbow and Africa World Airlines, is being upgraded to handle international operations including the seasonal Hajj Pilgrimage flights between Ghana and Mecca. The development of the Tamale Airport for international operations will be in 2 Phases.

The scope of work for Phase 1 includes the following:

- Upgrade and extension of the runway from 2438m to 3400m.
- Construction of a new Apron and taxilink

- Rehabilitation of existing apron
- Installation of Aeronautical Ground Lighting system

On completion, the Tamale Airport will serve as an alternative to Kotoka International Airport and would be able to accommodate a Boeing 747-800 series aircraft and similar wide body aircrafts. The project is expected to be complete by January 2016

### KUMASI AIRPORT

In 2013, GACL embarked on a phased development of the Kumasi Airport to provide the requisite infrastructure for safe domestic and regional operations. The scope of the 1st phase included the rehabilitation of the runway and the installation of airfield lights for night operations.

The 1st phase has since been completed and inaugurated by His Excellency, President John Dramani Mahama of the Republic of Ghana.

#### Phase 2

Currently, Master Plan studies for the airport is on-going and some of the main projects planned in the 2nd phase are expected to include the extension of the runway and the construction of a new terminal building. Kumasi Airport is served by Antrak, Starbow and Africa World Airlines.

### SUNYANI AIRPORT

In line with GACL's programme to rehabilitate and upgrade all airports, Sunyani Airport is being rehabilitated to expand the terminal

building to receive modern x-ray security screening equipment.

The x-ray screening equipment includes an archway metal detector, hold baggage scanner, among others. Other enhancements such as CCTV, paved car park and resurfacing of the runway will be undertaken this year.

Sunyani Airport is served by Antrak Air and some charter flights.

### FUTURE PROJECTS

GACL has earmarked a number of projects to commence soon. Plans are far advanced to build a new international terminal (Terminal 3) to reduce the pressure on the existing terminal at KIA. The design and building concept is expected to handle up to 5 million passengers per year.

Ghana Airports Company Limited and Ghana Civil Aviation are working together to make the Wa airstrip in the Upper West region operational for commercial flights this year.

The Government of Ghana has already initiated action towards the construction of a modern airport at Ho in the Volta Region. A contract has been awarded for preliminary works including access and perimeter roads, as well as security posts to secure the Ho Airport site.

Ghana Airports Company Limited is indeed poised to position Ghana as the preferred aviation gateway.



Exterior view of the Kumasi Branch



Exterior view of the Sunyani Branch



Exterior view - Expansion of arrival (Work in progress)



Exterior view of the Tamale Branch

# "The Exit Plan"

By: Dorothy Owusu

**D**o you remember the first time your young organisation broke even? Your smile could be compared to that of a father, who had worked tirelessly for many years to see the success of his child come to fruition. Then the awards started; with it came more recognition and more profits. Before long, your "baby" had become a giant in its industry and a force to reckon with. After chalking all the success and the goodwill that comes with it, it seems you have seen it all and done it all. It is time to relax...but not so fast!

## Will your "baby" survive after you are gone?

Would it not be a shame if the "baby" you have spent all your time and energy nurturing, does not make it through another life?

In his piece, "Steve Jobs' Greatest Failure," Matthew Fenton, Founder of Three Deuce Branding, lamented about Jobs' "inability to build a company that could sustain excellence in his absence." This he ascertained by citing a research done by Forrester on customer satisfaction with tech companies; it revealed that from 2013 to 2014, Apple had fallen behind Samsung, Sony and Microsoft.

He challenged Jobs' legacy and maintained that though his fastidious nature resulted in a company that once owned the turf of "it just works," this trait departed from the company upon his demise because it was not seated in the organisation's culture.

If the legacy of great visionaries like Steve Jobs can be in doubt after all that he had achieved, then it is time for founders to start asking themselves serious questions; "What is my exit plan?" Should I leave the scene right now, will my legacy outlive me? After that consider these pointers for the future...

## Insist on the vision

"Write the vision and make it plain on tablets; that he may run who reads it" - Habakkuk 2:2. The reason why every organisation has a vision is so that it will not be lost on its course. Walmart in its prime offered "everyday low prices" and "every day low cost" to generate profits. As years passed, executives of the company shifted away from "everyday low prices" toward more sales gimmicks, and embarked on expensive store remodeling that raised costs: A decision they are paying for today. Quite often, the vision gets blurred and this can cause serious consequences for the organisation.

## Have a succession plan

"The difference between a cult and a religion is that one outlasts the founder" - Rakesh Khurana. Unless you do not intend to see your organisation live beyond you, then it okay to let your children, board members and other shareholders fight over who is going to be the "next you" after you leave the scene. Otherwise, you need to groom someone to take over the reins in your absence and make it clear to everyone else. The person does not necessarily have to be your kin, though they are mostly preferred if it is a family business.

## Change with the season

If Henry Ford had not been insistent on sticking with the Model T—only in black, that Ford Motors was known for, while his competitors, General Motors was offering cars in different styles, prices and colors, he would not have lost his place as the market leader. Any company that has been around for even a decade must have been doing something right. But you should be able to change phases as you grow, in order to meet the apparent demands of the market.

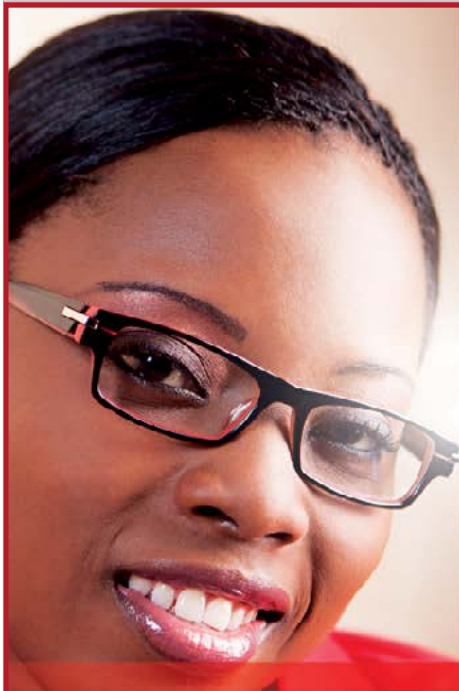
## Do not idolize yourself

Most organisations have difficulty telling its business apart from its founder. He is the brain behind and face of the organisation. Decision making lies solely on him and nobody dares do anything without consulting him. After he is gone, the organisation becomes stagnant because nobody is fit to wear his shoes. For instance, when Walt Disney died, the company clung fervently to his vision, preserving his office exactly as he left it and adding few new animated features. That left the company creatively dormant. An organisation should be able to function with or without its founder. You can do this by relinquishing some of your duties to some of your executives, take a backseat and supervise from there.

As Matthew Fenton rightly puts it "The true measure of a leader is in what he or she does today to ensure the health of the enterprise years from now." What will yours be?







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# Mr. Kojo Addae-Mensah

## CEO – Databank

**M**r. Kojo Addae-Mensah, CEO of Databank Group, describes himself in three simple but loaded words; Respectful, Ambitious, and Tenacious.

He has 15 years experience in both Investment and Commercial Banking, having started out at Databank as a Senior Analyst in the Corporate Finance Department. He then moved on to other banks, holding various top management positions before returning to Databank in 2014 to take over from the company's founders as Group Chief Executive Officer.

As a child, Mr. Addae-Mensah was exposed to some very harsh realities of life but this did not deter him, rather, with directions from his mother, it moulded him into becoming tenacious, persevering and driven for excellence in anything he did. He says, "I take what some people see as failure as an opportunity to prove people wrong. If something does not go right the first time, I am even more determined to prove to myself first and to others that I am capable. I will never leave it as it is, and will learn exactly what I need to know to succeed."

Mr. Kojo Addae-Mensah holds a first degree in Economics and a Masters Degree in Finance. He is an avid soccer fan with his favourite teams being Liverpool and Kotoko. He is a pundit on Radio and TV and plays soccer at least once a week to keep fit.

He shares more about his life and work as CEO of Databank Group in this exclusive with HR Focus magazine ...

### PERSONAL AND SOCIAL LIFE

**HRF:** As CEO of Databank, a job that is very demanding, how do you maintain a good balance of work and family life?

**KA-M:** Not easy. I must say the work takes most of it, but I don't take work home and I even try these days not to touch my computer during the weekend.

**HRF:** How do you unwind after a long week at work?

**KA-M:** On Friday evenings, I do my boys boys. Then on Saturdays, I play soccer before I even consider any other social function that I have to attend. If not, then I will be home watching soccer with my son. Sunday, if I go to church, then after that it will be home. Otherwise, then I am likely to be home all day.

**HRF:** You are a huge football fan. Are there any parallels that you can draw from football into the world of work that you believe will benefit those reading this article?

**KA-M:** I draw parallels between football and work all the time. It's about team work. There are 11 players on the field, all playing a different role to either score a goal or prevent a goal from being scored. At work, we are all playing different roles to make money for the firm and

not lose money on the other side. In a football team the 11 people are not equal. There are different skill sets, not all the players are paid the same. Some earn more than others, but they are all on the field at the same time in the same conditions, trying to score a goal. That is why when I get a complaint at work that Mr. A is earning more than Mr. B, but we are all doing the same work I chuckle. Two people will not have the same skill set or the same responsibility.

**HRF:** What is the most challenging decision you have had to make in your career?

**KA-M:** I think it is leaving GCB to take up my current role as Chief Executive of Databank. Databank, for 24 years, had been run by its founders. That is over two decades. So coming in as the first non-founder or should I say "outsider" comes with high expectations. Getting people to start associating Databank with a non-founder and improving the brand is no easy task.

### LEADERSHIP

**HRF:** Congratulations on Databank's 25th anniversary. Kindly tell us about Databank's 25 years success story (history and achievements).

**KA-M:** Databank started operations April 20, 1990 with the objective to provide corporate finance services to Ghanaians and multinational companies. The company was started by three young Ghanaians Ken Ofori-Atta, Keli Gadzekpo and James Akpo. Over the years,



the Databank brand has evolved and currently has an enviable array of sub brands, most of which are very dominant in their various fields. There is Databank Asset Management Services Limited, Databank Brokerage, Databank Pensions Unit, Databank Research, Databank Wealth Management, Databank Private Equity Limited and Databank's Institutional Funds team, which manages the funds of institutions and groups. While there is a high level of competition in the investment banking space in Ghana, Databank has continued to maintain itself as the leading investment firm with a market share of over 70% and with most of the other investment houses keenly looking at what Databank's next move will be.

**HRF:** What is the single most outstanding thing you have achieved in your role as CEO of Databank?

**KA-M:** I think the co-location partnership with GTBank was phenomenal, and is an achievement that will help cement Databank's position as a national investment firm. Our goal at Databank is to help Ghanaians achieve financial independence, but this would have been hard to achieve with only four branches. Through our partnership with GTBank, in a move that was an industry first ever, Databank immediately moved from four branches to 10. We intend to roll out this partnership in GTBank's 30+ branches in the next few years.

**HRF:** What kind of corporate culture exists at Databank and how does this translate into meeting clients' expectations?

**KA-M:** At Databank, one of the most defining aspects of our culture is a strong sense of family. We believe in helping and supporting each other, and this has led to a very open, semi-informal culture. Investment banking is already considered to be a very complex area to the ordinary Ghanaian. The industry is only 25 years old in Ghana and still intimidates a lot of people. Therefore, it is extremely important for us to create a culture that does not intimidate but is warm, welcoming and down to earth. We consider our clients to be family, and that is why at Databank, we believe in doing what's best for the client. This means

taking the time to educate our clients and fit them with investment solutions that meet their needs. It means constantly coming up with innovative solutions that will help bring our clients toward financial independence. Why? Because when our clients succeed, we succeed. And that's what family is all about.

**HRF:** How have the core values and company's vision contributed to making Databank what it is today?

**KA-M:** Our values of Leadership, Excellence, Humility and Integrity, with God at the centre of it all is what has brought us this far. In our kind of industry, if you do not live by these principles that resonate with trust, you will fail.

**HRF:** The talk today is about how to drive employee engagement. What structures have you put in place to achieve this?

**KA-M:** It's a tough one in today's Ghana as the young ones are not even looking to be engaged, but rather want the next big thing without going through the mill. At Databank, we have tried to bring a sense of oneness, a flexible work schedule and the ability for anyone to share his views, and bring up strategies and tactics that will develop the company. On the hardcore side, we are working on improving the performance/reward structure so that those who deliver are appropriately rewarded and those who do not are appropriately managed.

**HRF:** What is your opinion on the recent rise of women to top management positions in the banking industry? Does your organisation have any programme that empowers and encourages women to seek higher positions?

**KA-M:** It's a great thing to see. I have personally worked with the likes of Patience, Abiola, Abena. At Databank, we do not have any affirmative action, but my management team has three women, we have three female branch managers and two other female heads of department. Actually Databank employs more women than men.

**HRF:** What sustainable projects are you embarking on currently as a way of giving back to society?

**KA-M:** At Databank, it is not only about helping people achieve financial independence. One of our core focus areas is Mental Health. We have a permanent staff at the Children's ward of the Accra Psychiatric Hospital and we do a lot with the kids there. Apart from the care, we take them on quarterly field trips to various places. We are also committed to building the future leaders of Ghana through our Young Leaders Mentorship Programme at four SHS schools, our Leadership Excellence Awards at six universities in Ghana, and Africa Leadership Initiative West Africa. These programmes are run by Databank's corporate social responsibility arm; Databank Foundation.

**HRF:** What is the next step for Databank after 25 years?

**KA-M:** To have a Databank product in every household in Ghana. We intend to use our strategic co-location partnership with GTBank, as well as technology to reach out more to Ghanaians. After 25 years, it is a shame that we have not reached out to all of Ghana. Today, doing that with brick and mortar will be difficult, so we will use technology.

**HRF:** As CEO and leader, what legacy will you be leaving for those who come after you?

**KA-M:** I hope to leave a stronger, sustainable institution. One that is dominant in Ghana and Africa.

**HRF:** What advice do you have for someone who is currently in the workforce and aspiring to move into a leadership position?

**KA-M:** Learn, read, observe, support, participate, experience it hands on, never give up, don't let peers feed you on the negatives. Focus on the positives. Never use boot licking, whom you know, favoritism, etc, to climb up the corporate ladder. Rather, know your stuff and work towards excellence at all times. No matter what job you are given to do, do it passionately with joy. That is what will keep you there.

## ACHIEVEMENTS AND AWARDS

- First investment bank in Ghana
- First equity mutual fund in Ghana (Epack)
- First money market fund in Ghana (MFund)
- First balanced fund in Ghana (BFund)
- First ethical fund in Ghana (Ark Fund)
- First two-tier educational fund in Ghana (EdiFund)
- Managed 2 of Ghana's 3 Eurobond listings
- Sponsoring broker in the listing of the first security on the Ghana Alternative Market (GAX) – a GHS80 million medium term note programme for Izwe Ghana Limited

- Databank has been involved in helping companies raise capital and list on the Ghana Stock Exchange (eg. Home Finance Company, SSB Bank, Produce Buying Company, The Trust Bank (The Gambia), CAL Bank, UT Bank, etc)
- Gold Winner, Balanced Fund of the Year (Databank BFund), Ghana Investment Awards 2014
- Silver Winner, Fund Manager of the Year, Ghana Investment Awards 2014
- Gold Winner, Broker-Dealer of the Year (Databank Brokerage), Ghana Investment Awards 2014



# Technology and Employee Engagement: Just another Romantic Story

By: Kofi Arhin

At one of the most recent weddings I attended, the groom was asked how he met his bride. I find it fascinating how most of the stories sound the same. He started by explaining how they met through a mutual friend, and then how one date led to the other and so on. As expected, he ended with the cliché "...and the rest is history." Similarly, I find that the adoption and use of technology follows a similar trend. One person starts using a new invention, then two people, then an entire society, etc. and the rest truly is history. Take the use of mobile phones for example. Once upon a time, they were very rare commodities. Owning one placed you high above the social ladder. However, as time elapsed, they have become basic tools to the extent that it is almost difficult to go about executing daily duties without them.

The surge in the use of technology in all aspects of human life presents organisations with the opportunity to adopt technological inventions in an attempt to achieve overall goals. One area in the organisation where technology has been adopted is employee engagement. I initially brought up the story of the groom because the use of technology to facilitate employee engagement has not caught up with inventions such as the internet or even mobile phones. To wit, not every organisation is focusing on technology to enhance employee engagement. However, it has been found that gradually, employee engagement is improving, more so through the use of technology. For the purpose of understanding, let us agree that technology denotes hardware and software that makes life easier. When carried out effectively, employee engagement contributes to good staff retention rates and increases productivity. According to a report by Oracle in 2014, engaged employees care

about the tasks they are charged with. So now, let us look at how some organisations are using technology to support employee engagement.

## Social Media

Some organisations are using social media platforms such as Facebook and LinkedIn, among others to facilitate engagement. Closed organisational groups are created to facilitate regular flow of information and coordination between members. The creation of such groups in no way breaks down the traditional structure of the organisation but rather enhances it. For businesses with many branches nationwide or worldwide, the use of these platforms also brings employees located in different geographic areas together. Decision-making, policy circulation, among others, are done seamlessly with contributions from all members.

## Instant Messaging

Whoever thought that instant messaging would exist outside the traditional Yahoo and MSN messengers? Increasingly, organisations are using instant messaging platforms such as Skype, Whatsapp, and Viber to keep conversations going. Groups that are created serve as catalysts for give-help and get-help gestures from all employees. It facilitates instant response to concerns, surveys and queries. Undoubtedly, it has the tendency to speed up the decision-making process within an organisation. It also provides a platform for employees, who would, naturally, have shied away from contributing to relevant organisational discourse, to be heard.

## Shift from Traditional Rules

Have you ever experienced the situation where your employer prevents you from using

your personal electronic devices at work (for example laptops, tablets, etc)? Some even go to the extent of blocking websites (such as Facebook, YouTube, etc) that "distract" employees at work. Well, worry no more. If this romantic walk between technology and employee engagement is anything to go by, your fortunes will change soon. Recent employee engagement strategies require workers to create profiles on social platforms to enhance workplace interactions. Organisations can no longer hide behind excuses such as "social media makes one ineffective." The wind of change will catch up with the global economy soon. It will therefore be prudent to prepare adequately for such changes.

I relate the use of technology in enhancing employee engagement to the romantic story of the newlyweds because, like any love relationship, the individuals gradually get to know each other and then eventually, decide to live together. "Getting to know each other" involves studying strengths and weaknesses, likes and dislikes, etc. In a similar manner, organisations are investigating how they can enhance productivity through the use of technology. Employee engagement has been identified as one of the contributing factors to productivity. Hence, the need to gradually infuse modern technological tools and services to support current traditional employee engagement strategies such as occasional meetings, among others.



Head, Product Development,  
Seven Interactive

# Data Analysis and Reporting: **Access or Excel?**

By Penuel Anoff

Microsoft Office users often ask whether, why, and when they should use Microsoft Access versus Microsoft Excel. Especially, when they are very comfortable using MS Excel and do not understand the reasons why anyone would use MS Access or databases. Here is my perspective...

I do not believe it is an either/or situation. Experience with Access and Excel, so far, is that they both have strengths and naturally complement each other. Individuals who understand the differences, learn the products, and apply the appropriate tool for the appropriate situation to give themselves and their organisations a competitive advantage.

## Advantages of Microsoft Excel Spreadsheets

The learning curve for Excel is very short, so it is easy to use Excel and become productive right away. Excel makes it easy to store data, perform numerical calculations, format cells, and adjust layouts to generate the output and reports to share with others. Advanced features such as subtotals, power pivot tables and pivot charts, analysis toolkit, and many templates make it easy to accomplish a wide range of tasks. It can even integrate with the Analytic Services (Business Intelligence) from SQL Server. Tweaking the results is also very easy to get the exact layout, fonts, colors, etc. that you want.

## Disadvantages of Microsoft Excel Spreadsheets

Unfortunately, there is a price for the flexibility of spreadsheets; while it is easy to create formulas, reference cells, copy and paste data, and link worksheets and spreadsheets together, as the work gets more complex, spreadsheets become more difficult to change and manage.

Spreadsheets are ideal for creating one time analysis, however, they become problematic as the data grows and evolves over time. As new rows and columns are added, summary ranges and formulas may need to be modified or new ones created, data and formulas are not consistently updated, and these mistakes lead to bad results and decisions.

For spreadsheet experts, it is often difficult to understand what databases offer that spreadsheets do not already have. There are several advantages of databases and some of them are as follows:

## Table Structures and Validation

Databases make it easy to store information in one place and reference it in multiple places. For instance, customer information may be kept in a customer table where the name, address, phone number, email, etc. are kept. It is then referenced in other places such as queries, forms, and reports. If the customer's information is changed, the new information is automatically updated in all the referenced places. The table designs also impose structure that lends itself to data types, validation and consistency for higher quality than what normally exists in spreadsheets. The basics of storing numeric, date, and text fields are just the beginning.

## Records are Free in Databases

The biggest difference with spreadsheets is that in a database, records are free. If it is well designed, over time, new records are continually added without needing to add new fields. All the queries, forms, and reports continue to work without any changes. Different filters may be applied but the results are always consistent.

## Queries and Reports

Microsoft Access queries and reports let you slice and dice your data and present it in detail or summary form regardless of how the data is stored or sorted in the underlying tables. It offers a great deal of power and flexibility to analyze and present results. Using groupings, it is easy to show aggregations as the data changes and groups get added or removed.

## Disadvantages of Microsoft Access

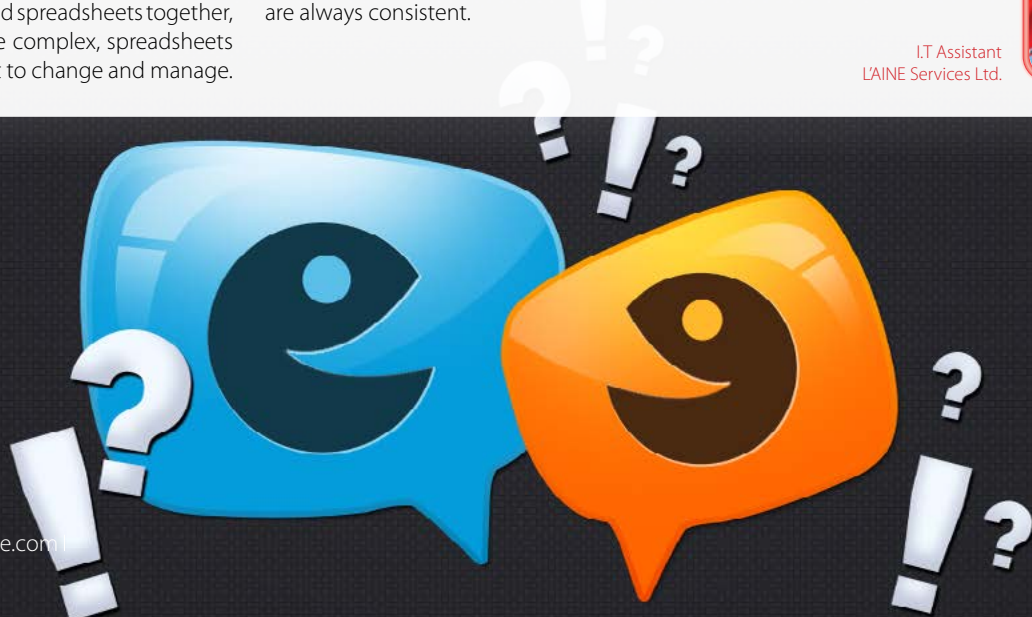
The biggest disadvantage of Microsoft Access is that being a database, it takes more skill and training to use it well. Figuring out how to define normalized tables, link them together, and structure the information so it is easy to edit, query, view, and report can be quite challenging. Many of those issues are not unique to Access since they apply to all database designs. Additionally, some data analysis features such as power pivots exist in Excel but not Access.

## Conclusion

Excel makes it easy to generate custom output with very flexible formatting and annotations that you can add anywhere. The payoff with Microsoft Access is how databases simplify things over time. A hybrid solution where data from an Access database is exported or copied to Excel often provides the best of both worlds. Having tools that allow for the flexibility to rapidly respond to changes empowers you and your organisation to meet its mission efficiently.



IT Assistant  
LAINE Services Ltd.







# Questions Hitting HR

with

Dr. Mrs. Ellen Hagan



### They are side-lining me.

Hello HR,

I am not happy with my job. Why do I say this? The company I worked with during National Service decided to retain me. After I finally got confirmed, the people I used to work with started giving me cold shoulders. They will not give me any assistance when I ask; nobody delegates tasks to me anymore and they do not inform me about any instructions from our manager.

A friend I spoke to informed me that he has heard management is planning on cutting down our numbers due to redundancy. Judging from the way "my colleagues" are behaving, I feel I may be laid-off. I do not want to report anyone to management because I don't want to be responsible for anybody's dismissal. Should I quit before they cut me down?

First of all, I must congratulate you on being retained after National Service. You must be a valuable contributor to the business to have been retained in the current economic times.

It is unusual for the attitude of your colleagues to suddenly change for the negative with no reason. Before any assumptions are made, evaluate your work performance since the transition from National Service Person to a full time worker and see if there may have been any changes in your approach to work.

Also, it must be noted that national service is largely considered as a major learning path so team members are more willing to assist you and hold your hand through that period. Once you are given a contract

after a year of training, you are expected to stand on your own, with deliverables just like every other worker. Consequently, you will need to review your approach to work; do not wait to be delegated a task, you must find one. There is always work to be executed.

The company may be laying people off, but I would not advise you to assume that you are on that list of layoffs. On the other hand, I would encourage you to go many steps further with your performance at work. Prove yourself as an invaluable employee so that management will have no doubts about where you stand, when evaluating people or positions that can be suspended.

### The salary is not enough.

Hi HR,

I have been working at this organisation for three years and I must say the job is good. The only problem is that the salary is not very encouraging. I told our HR Manager about it and she said she was going to do something about it. I have been waiting for about a year and nothing has been done about it. A friend called me about a week ago to say that she has found the perfect job for me.

I have already typed my resignation letter but I don't know how to turn it in because my manager is on sick leave and I have to take over his responsibilities till he returns, which will take about three months. This new job is also time-bound and I really want to resign. How do I do that without looking like an "I don't care person?"

1. Salaries will never be enough.

2. Requests for salary reviews may go unattended if not supported with documented evidence on outstanding work performance. You need to discuss, first, with your immediate supervisor then follow it up with HR. Did you follow up with your HR via email? If you work in a fast paced environment, it is most likely that your HR has forgotten your request. It may be a good time to follow up on this request with the HR and let her understand that you enjoy the job but the only shortcoming is the salary. However, if you have already accepted an offer elsewhere and you are certain of your

decision to move on, then you must do it the right way.

What is your company policy on resignations? Most companies request a notice period of 1 month and you will be better off leaving on an amiable note. Discuss your intentions as soon as possible with your supervisor. This will help them to plan better for your replacement in terms of identifying and training the successor to perform the role efficiently. It is understandable that your manager being on sick leave makes it a bit tricky for you, which is why communicating your intentions early will help to facilitate the process.

### I don't feel a part of the team.

Dear HR,

My company is an advertising firm and my department has a lot of creative people there. Because of the nature of our jobs, we are always thinking on our feet. My issue is that I can't be as spontaneous as the others and this makes me fumble when I'm asked a question. This has happened several times that nobody bothers to ask me any questions anymore. They just throw questions over my head and it's really making me feel like an outcast.

I have done a lot of research about this issue and even sought for some psychological help but it's not helping. Advertising is my passion and I don't want to lose my job because of this inability. Any advice?

Working with a creative team guarantees a vibrant and sometimes animated working environment. The beauty of a creative team is that everyone has a uniqueness that they bring to the table. Spontaneity is not forced and it is perfectly alright not be like the others. When asked a question to which you do not readily have an answer, request for some time to think it through in a friendly and participative manner, particularly when there is no immediate need for an answer. Be sure to give your input when you come up with an answer.

Your team will appreciate your uniqueness and opinions on matters.

I would not advise you to see this as a psychological problem to worry about. Nonetheless, you can try reading and researching more on advertising to broaden your knowledge in that area and others that are discussed at work. This will not only give you more exposure but will increase your confidence to contribute to discussions. Before you know it, they will be waiting on your informed opinion to take major decisions!

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**Dr. Suzainne Duodoo**



# Legacy Girls College



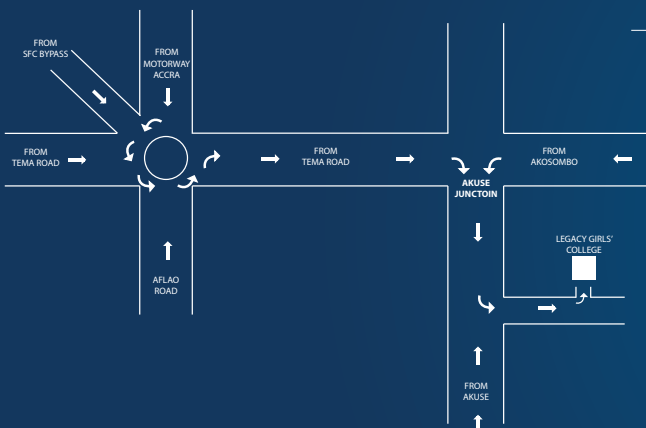
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# Public Private Partnerships:

## An Obvious Viable and More Efficient Option for Infrastructure Development in Ghana



Laila Dwiejua, Analyst,  
C-ENERGY Global Holdings



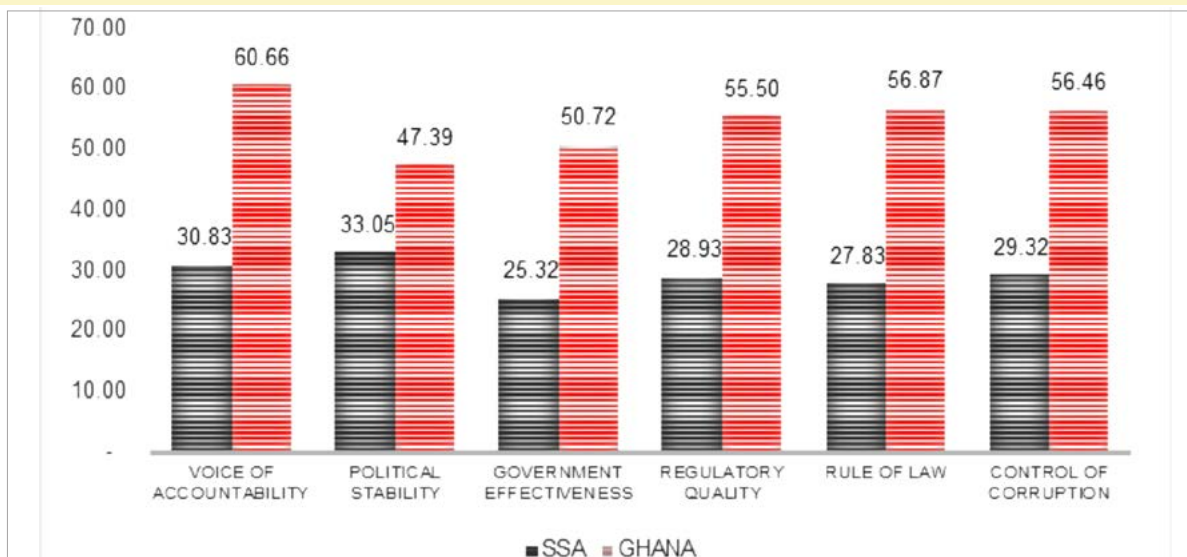
Isaac Ocquaye-Allotey,  
Senior Associate,  
C-ENERGY Global Holdings

Ghana has continued its impressive governance performance in the last decade. Economic performance, though chequered within the same period, has to a large extent mirrored the improvement in the institutional framework necessary for businesses to thrive.

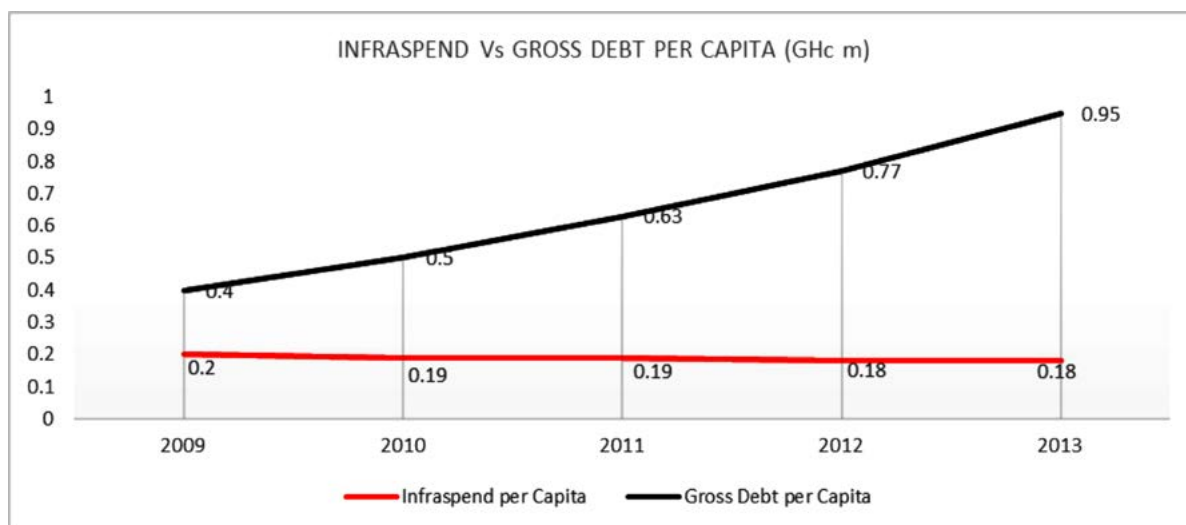
According to the World Bank's 2014 "Ease of Doing Business" survey, Ghana ranked high in almost all the indicators used in the survey. The country ranked 70th in the world and 4th in Africa behind Mauritius, South Africa, Rwanda and Botswana. The table and charts below depict Ghana's outstanding position among its peers in Sub-Saharan Africa.

	Ease of Doing Business Rank	Sub-Saharan Africa Rank
<b>Mauritius</b>	<b>28</b>	<b>1</b>
<b>South Africa</b>	<b>43</b>	<b>2</b>
<b>Rwanda</b>	<b>46</b>	<b>3</b>
<b>Ghana</b>	<b>70</b>	<b>4</b>
<b>Botswana</b>	<b>74</b>	<b>5</b>
<b>Seychelles</b>	<b>85</b>	<b>6</b>
<b>Namibia</b>	<b>88</b>	<b>7</b>
<b>Swaziland</b>	<b>110</b>	<b>8</b>
<b>Zambia</b>	<b>111</b>	<b>9</b>
<b>Cabo Verde</b>	<b>122</b>	<b>10</b>

Ghana stands tall among its peers in governance, and did better than its peers in Sub-Sahara Africa in accountability, effective governance, quality of regulations and all the major governance indicators depicted on the figure below.



It is expected that this enabling environment will translate into better economic development. The "soft issues" seem to be going in the right direction. What does not seem to be working well are the "hard issues," which we define in this piece to be the infrastructure needed to propel the wheels of development.



The reason for this situation is not farfetched. While Ghana's debt continues to rise, infraspense, that is the proportion of GDP spent on infrastructure development has dropped consistently since 2009. It is understandable that the competing demands on the national budget has increased, but sacrificing infrastructure development is a dangerous choice, as we may not be able to generate the foundation needed for future growth if we continue along this trend.

In the face of an ever increasing population, greater expectations, demands from the Ghanaian society and budgetary constraints, the government is facing enormous pressure to deliver new and improved infrastructure projects like transport, education, healthcare, waste management, etc. As in many countries, the financing requirements of current and future infrastructure need to far exceed resources available.

By transitioning into the middle-income bracket, the scope of development finance for Ghana has dropped drastically. It is clear that the public purse can no longer provide the quantum leap we need to close the yawning infrastructure gap. It has therefore become necessary for government

to explore other ingenious options to finance infrastructure development to ensure that Ghana stays competitive in attracting Foreign Direct Investment (FDI).

Globally, Public-Private Partnerships (PPP's) have been a reliable tool to harness the strengths of the private and public sectors in bridging the infrastructure gap. In addition to maximizing efficiencies and innovations of private enterprises, PPP's can provide the needed capital to finance public goods and services, thereby freeing up public funds for core economic and social programmes.

PPP involves an agreement between a public sector authority and a private party in which the private party provides a public service or project and assumes substantial financial, technical and operational risk in the project. Several models have been designed and structured in the delivery of PPP's. In projects that are aimed at creating public goods like infrastructure development, the government may provide a capital subsidy in the form of a one-time grant to make it more attractive to private investors. In some other cases, the government may support the project by providing revenue subsidies, including tax breaks or by guaranteeing annual revenues for a fixed time period.

There are usually two fundamental drivers for PPPs:

1) PPPs enable the public sector to harness the expertise and efficiencies that the private sector can bring to the delivery of certain facilities and services, traditionally procured and delivered by the public sector.

2) A PPP is structured so that the public sector body seeking to make a capital investment does not carry any debt obligation. Rather, the PPP borrowing is incurred by the private sector vehicle implementing the project. Where the cost of using the service is intended to be borne exclusively by the end user, the PPP is, from the public sector's perspective, an "off-balance sheet" method of financing the delivery of new or refurbished public sector assets. Where the public sector intends to compensate the private sector through availability payments once the facility is established or renewed, the financing is from the public sector's perspective, "on-balance sheet," however, the public sector will regularly benefit from significantly deferred cash flows.

#### Benefits of PPPs

- Improvement in the quality and quantity of basic infrastructure
- Project completion within plan and budget
- A more disciplined and commercial approach to infrastructure development

- Transfer of performance risk to the private sector.
- Evidence of better quality in design and construction
- The expertise and experience of the private sector encourages innovation
- The process helps to reduce government debt and to free up public capital to spend on other government services.
- Better value for money compared with that of an equivalent asset procured conventionally.
- Creation of efficient and productive working relationships between the public and private sector.

To achieve our infrastructure developmental goals as a nation, we need to fully embrace the idea of Public Private Partnerships. Using private funds to deliver public infrastructure would reduce our debt burden, while tapping the expertise of the private sector to meet our infrastructure needs as a nation.

We must recognize that the demands on the government are immense and unless the private sector builds its capacity in lobbying to encourage government to pursue growth oriented policies, the balance of resource allocation will perpetually be tilted towards unsustainable social interventions.

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# How to Make Money when the Economy is Down

By Nana Osae Addo-Dankwa

Not too long ago in 2011, Ghana was ranked the fastest growing economy in the world with a record high growth rate of 14%, making Ghana a Lower Middle Income Country. This was a period of Economic boom. Today, based on the concept of economic cycles, the same cannot be said as Ghana is now suffering a reversal of fortunes. The economy has seen some challenges in recent years leading to all key economic indicators pointing downhill. According to The State of the Ghanaian Economy Report, – Institute of Statistical, Social and Economic Research, the cedi lost 40% of its value against the dollar in the first eight months of 2014 to become the world's worst performing currency. Inflation, which stood at 16.5% as at February 2015 was at a four year high, leading to rising public sector costs, increased government borrowing and weakening of the cedi as compared to all major currencies.

Economies of countries the world over experience challenges every now and then, typically fluctuating between periods of strong and weak growth, known as Economic Cycles. During an economic boom, there are high levels of economic growth. Consumer confidence is strong and consumers have a more positive outlook on the state of the economy. Conversely, during a recession, there is rising unemployment, a sharp decline in business confidence and profits. This eventually impacts negatively on Gross Domestic Product (GDP), leading to high levels of inflation, increased government borrowing and rising cost of living.

These notwithstanding, a down economy can present great money-making opportunities to those who prepare and are willing to take a chance at being successful. For any individual, the best way to successfully make money in

a down economy is to take control of your own personal finances by developing smart financial habits and following these principles:

## 1. Set up a Personal Monthly Budget

Be extra prudent when it comes to spending. In order to control spending habits, it is best to set up and stick to a personal monthly budget. This way, you know exactly how much money you have and how much you can afford to spend. When you realize you are spending more than you earn, you have to adjust your budget accordingly by cutting out things you can live without.

## 2. Open an Investment Account

Given the current state of the economy, it may seem scary to open an investment account. However, when it comes to investing, it is better late than never. The magic of compound interest in investing pays off huge returns in the long run. It is also very important to diversify your investment portfolio as different asset classes perform differently depending on the prevailing economy conditions.

## 3. Add Value to Yourself

It is an established fact that a lot of people get laid off during recessions. Thus, to safeguard your job and avoid the unfortunate and painful process of getting laid off, you need to add value to yourself and make yourself indispensable within your organization. You can do this by specializing and getting certified as an expert in your field of work. Also, going over and above your scope of responsibilities within your organization can help you keep your job. Furthermore, if you have any ideas that can help your company cut costs and save money (using recycled paper, turning off lights and all electrical gadgets after the close of work, etc), suggest them to management.

## 4. Get Creative and Innovative

Hard times call for creative solutions. A down economy is the perfect time to use your talents and skills to earn extra income. It does not have to be a big business idea that requires a huge start-up capital you most likely do not have. If you enjoy things like baking, sewing, painting, playing a musical instrument, arranging flowers, etc, then you can engage in these activities as a side business to bring in some extra cash. For the corporate world, there is the need to strive for operational efficiencies in business by implementing some cost-cutting measures. For instance, working from home in cases of "dumsor" to save money on fuel and going out on the field to market your products when there is a lighter work schedule.

## 5. Selling Off Items You Do Not Need

Take a good look around your home and you will notice a good number of things you do not need or use anymore. If you do not use it, why not make a little money off it? Use e-commerce sites to sell off these items for some extra cash.

Following these principles will help you save and earn some money. Stay focused and before you know it, you would have mastered the art of making money even when the economy is down!



C.E.O,  
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# Banana

## Nature's Panacea

You will never look at a banana the same way again after discovering the many health benefits and reasons to add them to your diet.

We live in a fast paced world and everything is about fast foods. For some it is almost impossible to whip up something when they are already late and have to beat traffic. However, there is good news; banana, like many fruits, is already cooked, saves time and, of course, they are everywhere.

Wonderfully sweet with firm and creamy flesh, bananas come prepackaged in their own yellow jackets and are available for harvest throughout the year. They could not be more convenient to enjoy, and they are a good source of vitamins and minerals, as well as fiber.

Adding a banana to your daily diet has an array of benefits in your body. Bananas help you reach your weight-loss goals, keep your bowels healthy, provide nutrients that regulate heart rhythm and have vitamin compounds for eye health. Add sliced banana to your morning cereal or oatmeal, or take a banana with you on your way to work or school for a healthy, portable snack. Keep a bunch of bananas on your desk at work and replenish your stock each week. You will be more likely to reach for a healthy banana - instead of going to buy a drink - if you have a bunch sitting in front of you.

Like apple sauce, ripe mashed bananas can be used in baked goods to replace oil or butter. Mashed bananas lend a moist, naturally sweet flavor to muffins, cookies and cakes. For a great

dessert, freeze bananas for a great addition to any smoothie.

Now consider these awesome benefits and some reasons why you should absolutely love banana...

1. Bananas help overcome depression due to high levels of tryptophan, which is converted into serotonin -- the happy-mood brain neurotransmitter.

2. Eat two bananas before a strenuous workout to pack an energy punch and sustain your blood sugar.

3. Bananas reduce swelling, aid weight loss, strengthen the nervous system, and help with the production of white blood cells, all due to high levels of vitamin B-6.

4. Strengthen your blood and relieve anemia with the added iron from bananas.

High in potassium and low in salt, bananas are officially recognized as being able to lower blood pressure and protect against heart attack and stroke. High potassium intakes are also associated with protection against loss of muscle mass, preservation of bone mineral density and reduction in the formation of kidney stones.

### Blood pressure:

Maintaining a low sodium intake is essential to lowering blood pressure, however increasing potassium intake may be just as important because of its vasodilation effects.

### Asthma:

A study conducted by the Imperial College of London found that children who ate just one banana per day had a 34% less chance of developing asthma.

### Cancer:

Consuming bananas, oranges and orange juice in the first two years of life may reduce the risk of developing childhood leukemia. As a good source of vitamin C, bananas can help combat the formation of free radicals known to cause cancer. High fiber intakes from fruits and vegetables like bananas are associated with a lowered risk of colorectal cancer.

### Risks and precautions

Beta-blockers, a type of medication most commonly prescribed for heart disease, can cause potassium levels to increase in the blood. High potassium foods such as bananas should be consumed in moderation when taking beta-blockers.

Consuming too much potassium can be harmful for those whose kidneys are not fully functional. If your kidneys are unable to remove excess potassium from the blood, it could be fatal.

Fresh bananas are available year-round. Unlike other fruits, the ripening process of bananas does not slow down after they are picked. Bananas should be stored at room temperature. The warmer the temperature, the faster bananas will ripen. However, to slow ripening, bananas should be refrigerated. The outer peel of the banana will darken but the banana itself will stay intact longer.





# Bites on the Run

## Sautéed Shrimp Sandwich

3 pounds unpeeled, extra-large fresh shrimp  
 1/3 cup butter  
 1/3 cup olive oil  
 1 cup (4 ounces) thinly sliced baked ham  
 1/4 dry white wine  
 2 to 3 tablespoons fresh lemon juice  
 2 tablespoons olives/peas  
 1 teaspoon of spices  
 2 tablespoons minced fresh lettuce  
 French bread

## Preparations

Peel shrimp, and devein, if desired.

Melt butter with olive oil in a large, deep skillet over medium-high heat.

Increase heat to high, and add shrimp and ham; cook, stirring constantly, 3 to 5 minutes or until shrimp turn pink.

Reduce heat to medium high, add dry white wine and next 3 ingredients; bring to a boil.

Pour into a large, deep serving platter or individual bowls. Sprinkle with lettuce, and serve immediately. Serve with French bread.



## Chocolate Banana Smoothie

### Ingredients

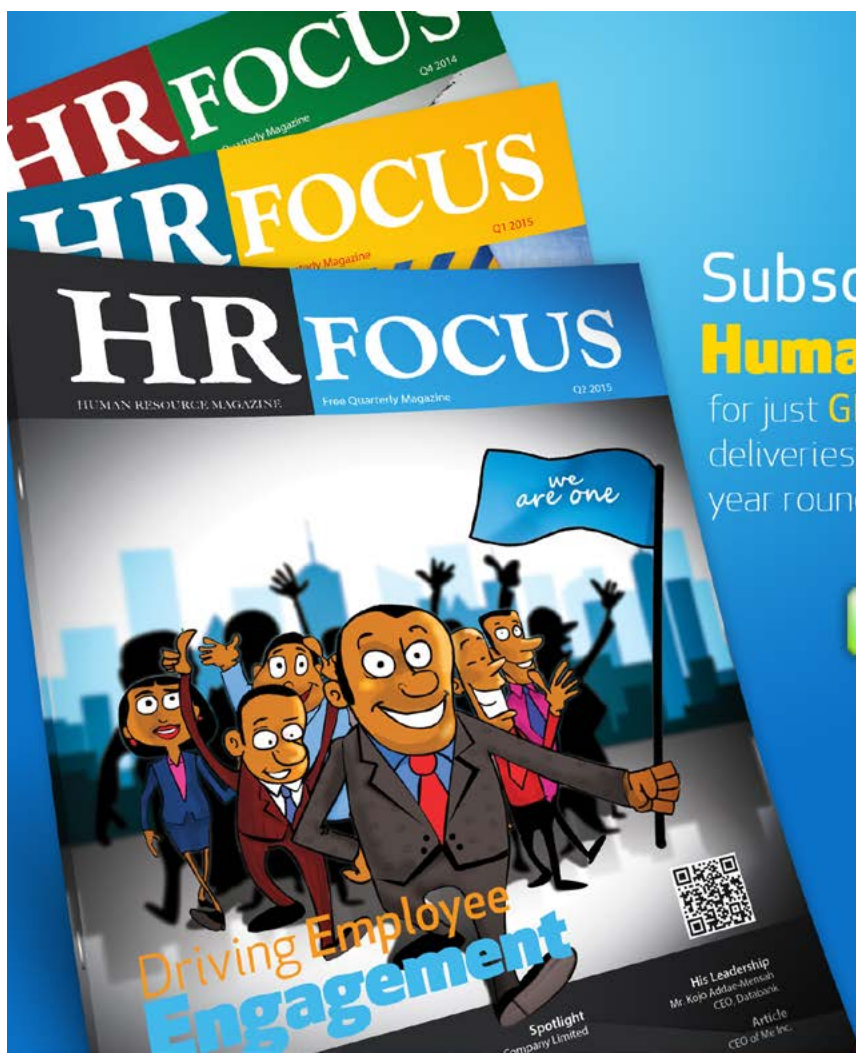
1 banana  
 1 tablespoon chocolate syrup  
 1 cup milk  
 1 cup crushed ice

### Directions

In a blender, combine banana, chocolate syrup, milk and crushed ice. Blend until smooth. Pour into glasses and serve.







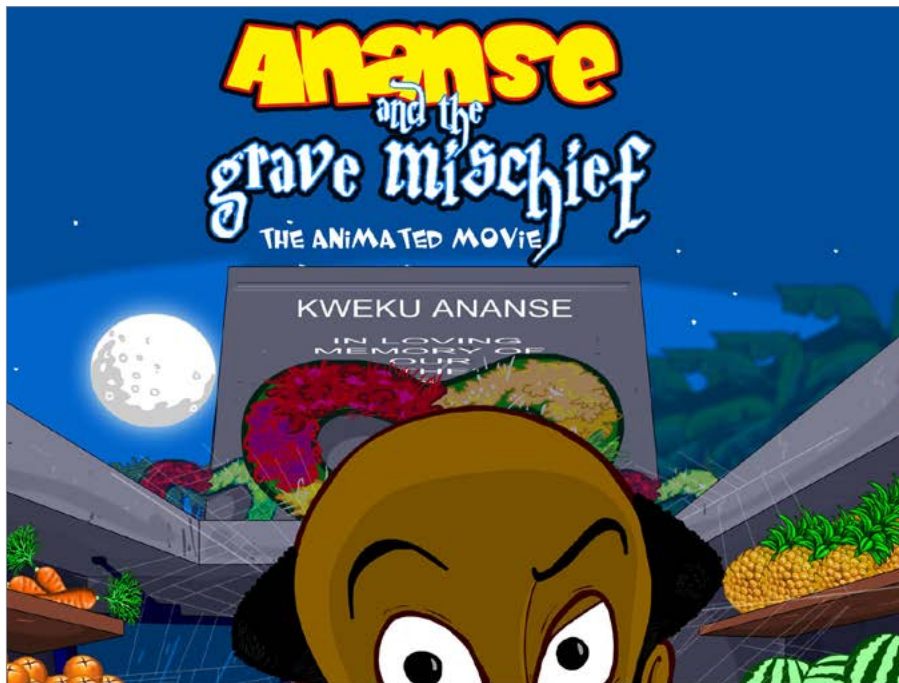
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# The CEO of *Me Inc.*

By Daniel Dela Dunoo

**T**he Chief Executive Officer of “You Incorporated?” Sounds like a weird expression but it is nonetheless a viable and vital concept. It means seeing yourself as a company or product (which you certainly are). The CEO of You Inc. is essentially concerned with personal branding.

When it comes to personal branding, the ultimate responsibility rests with you and not a second party and is perhaps as crucial for success as the branding of a company or its products and services. Companies the world over are noted for branding and re-branding of their products and services to create value, have competitive advantage and remain relevant within their chosen industries. Similarly, personal branding is the way to go for professionals who desire to climb high the ladder of success in the corporate world.

## Develop a unique sales proposition

As CEO of You Inc., it is essential you develop a unique sales proposition. What do you stand for? What do you want to be known for? What makes you stand out from the crowd? What image of you do you want etched into the psyche of your clients or potential clients? In his book, “The Millionaire in You,” Dr. Michael Leboeuf notes that the purpose for a unique

sales proposition is to set you apart from those who do similar work. He provides practical advice on the route to take: “Look at your work through the eyes of those who hire you. What do they value most when they hire someone like you? What problems do they want you to solve? What can you do better than anyone else? Take the answers to those questions and write a short, original statement, phrase or word that tells people why you are the person they need.” It is that simple and yet very essential. Leverage on your uniqueness.

## Commit to self improvement

It should be the pre-occupation of employers, employees and prospective employees to constantly engage in activities that stimulate the mind, unleash potentials and sharpen competences. It is advantageous to be on a constant lookout for opportunities for self improvement. If it requires reading some self-help or motivational books; do so. If it means attending seminars or enrolling for a course to build your capacity, by all means, do so. Go the full length to ensure that you are better today than you were yesterday. Failure to continually strive to be a better ‘you’ will be counter-productive, especially if you are in the corporate world and desire to be the best you can possibly be.

In his book, “Be a Sales Superstar,” Brian Tracy, a world renowned author and top sales trainer, contends that sales persons, and all employees for that matter, ought to dedicate themselves to continuous learning. He notes that “the future belongs to the learners... The highest paid sales people spend much more time and money improving themselves and upgrading their skills than the average sales person.” So right on point!

## Commit to Excellence

Excellence should be the hallmark of every professional. Mediocrity in the delivery of products and services should not be countenanced whatsoever. When assigned a task, one ought to settle for nothing short of excellence. It was Orison Swett Marden who once proffered this advice: “Make it a life-rule to give your best to whatever passes through your hands. Stamp it with your personal character. Let superiority be your trademark.” You do not want to be known for slackness and mediocrity. Such will be a poor brand and would inadvertently drive away clients and prospective clients. Brian Tracy also states, “The dividing line between success and failure is contained in your ability to make a clear, unequivocal decision that you are going to be the best and then to back your decision with



persistence and determination until you reach your goal." Such solid advice!

### Commit to integrity

Integrity in business is everything, someone has said. Integrity basically connotes the attribute of doing the right thing at all times and in all occasions; ethical uprightness; honesty. Professor Thomas Dunfee of the Wharton School, who was in business for nearly three decades, once noted, "We need to stress that personal integrity is as important as executive skill in business dealings." Sharing similar sentiments, Warren Buffet, Chairman and CEO of Berkshire Hathaway once conceded that "in looking for people to hire, look for three qualities: integrity, intelligence, and energy. And if they do not have the first one, the other two will kill them." It is sad that some professional have developed the proclivity for outwitting the system and more especially their clients. In the long run, when their sordid business dealings are discovered, they lose clients and in some cases end up with lawsuits and imprisonment. Who wants to hire (or have business dealings with) a swindler?

### Commit to creating visibility

As CEO of You Inc., creating visibility is a must; refusal to do so is to consign "You" to obscurity and failure. Creating visibility essentially connotes the idea of exposure. Placing advertisements and embarking on several other promotional campaigns are employed by companies to create visibility, with the intent of increasing their market share. No wonder S. H. Britt once made this perceptive statement: "Doing something without advertising is like winking at a beautiful girl in the dark. You know what you are doing but nobody else does." Dr. Michael Leboeuf shared similar sentiments when he stated that "the world isn't going to beat a path to your door unless it knows you exist, what benefit you provide and what makes you special." Here, social media such as Facebook, Twitter and the like become important. When an employer (or potential employer) for instance, checks your profile and posts on Facebook, what will he or she see and what impression will he have of you? What image do you create in the minds of your contacts and others who may at one point in time or the other check out your posts? It is horrendous how many people mess up their personal brands via social media. Rather than waste your time in idle chatter on social media,

make a deliberate effort to ensure that your accounts, profiles and posts project a good image about yourself; see social media as a promotional tool.

You could also volunteer your services where you desire to work, for instance. This is one of the viable ways of creating visibility, which will come to your benefit in the long run.

When all is said and done, never forget that you are CEO of You Inc. and take calculated measures to create a personal brand that will sell.



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# HR Should Know Better!

By: Afua Safoa

I had this friend who used to call me day and night to complain about his joblessness until I assisted him to get one. Six months into the job, I called him and what he said caught me off guard; "I am resigning." But why would someone who practically begged me to get him a job want to resign after six months? This guy was bold enough to tell me that he was hungry when he was looking for a job; now, he feels he is an asset so he is leaving to a place where they would pay him for what he is worth. After several thoughts and whining about how disloyal he was, I decided to investigate the matter further. Upon my scrutiny, I discovered some lessons which could be a learning curve for all HR practitioners.

## In making the offer...

HR, you should never make the mistake of hiring someone who will take anything you throw at them. Chances are they will leave as soon as another person throws a better offer at them. This gentleman upon his employment was given a salary which was just a little bit above his national service pay. He immediately accepted without thought because like he

said, "he was hungry." When I asked why he did not negotiate for a better term, he said he thought he would not get the job if he was too demanding.

**Lesson:** You do not always have to win at the bargaining table; let the would-be employees in on the bargaining chip. Again, do not let the employee feel you are doing them a favour by hiring them. Let them understand that you are hiring them because they are worth it. Remember the cost in hiring and training a "newbee."

## Make good on your promises

HR, "honesty is the best policy." Do not go promising anybody anything just to make them accept your job offer, when you know you cannot deliver. It is a bad reflection on your image. Employees are your customers (internal) as well. "Deceiving" an employee about an offer is just as wrong as lying to your external customers about your products or services. Walk the talk, "let your yeah be yeah, and your nay be nay!"

## Make the intentions clear

With the recent issues on employee turnover, the minimum number of years you can hold on to employees, especially Millennials, is a year, if you are lucky two, if they are grateful three. Employees nowadays are developing themselves and learning different skills every day. Some people are not there to last a life time. Others are also there to learn certain entrepreneurial skills. HR, you need to understand this and not be so affected when staff leave.

Some employees may be high-flyers; you may want to renew their contract so they can stay on. If they agree good; if they do not agree, you need to let them go.

The world of work is not what it used to be. The era where people dedicated ten to twenty years of their lives to one organisation is over. We are in a generation where everything changes with a snap. You either move faster or get left behind. Position your company as one that embraces the new, and all the good talents will flock to you.

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AUGUST	27 - 28	ADVANCED SKILLS FOR ADMINISTRATIVE PROFESSIONALS	GH¢ 350
SEPTEMBER	24 - 25	STRATEGY AND PERFORMANCE MANAGEMENT	GH¢ 450
OCTOBER	29 - 30	WASTE REDUCTION IN WAREHOUSE OPERATIONS	GH¢ 350

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#### Contact

For further enquiries, please contact **Richard /Ato** on **Tel:** 0302 -717039/716986/3/239247

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**Email:** richard.addo@laineservices.com / naana.quashie@laineservices.com / ato.hagan@laineservices.com

**website:** www.laineservices.com



# JOB Listing

## NETWORK MANAGER

### QUALIFICATION

Masters Degree in Information Technology, 3 years experience

### DUTIES

- Ensure all hardware products and respective software are installed and in compliance to Data Center standards and systems.
- Manage and coordinate all network communications between suppliers and respective project teams.
- Ensure hardware upgrades/replacements are performed in accordance with Service Level Agreement.
- Prepare management reports on all Network stability and availability

## QUALITY ASSURANCE OFFICER

### QUALIFICATION

3 years, work experience in Quality Testing, University Degree experience with Quality Assurance practices/processes experience in Customer Services

### DUTIES

- Assist in requirements gathering for the development of applications
- Assist in creating test script/multi-test scenarios for all applications/application updates before release
- Assist in testing of applications and analyzing the application test results to identify any process issues
- Assist in providing recommendations to product/application improvements
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