

A woman with braids, wearing a brown jacket and a white scarf, is sitting at a table in a meeting room. She is looking down at a laptop. The table is cluttered with various items: a brown bag, a grey bag with 'MUSUN' written on it, a laptop, a white cup, a smartphone, and several papers. In the foreground, there are several 'Personnel Card' forms scattered on the table. A red box is overlaid on the image, containing the text 'ALTERNATE DOORS Recruitment . Head-hunting'.

ALTERNATE
DOORS
Recruitment . Head-hunting

Managing Human Resource in light of COVID-19

By Juliet Gateri

Emerging Realities

- **Government restrictive measures** (e.g. social distance recommendations, curfews)
- **Work-from-home arrangements**
- **Workplace shutdowns**
- **Employees on leave**
- **Redundancies**
- **Frustrated contracts**
- **Economic slowdown**
- **Mental Issues**

Human Resource Management Considerations

- Review of Employee Contracts and Leave
- Staff Outsourcing on need basis- Working smart and reducing costs
- (Paye complications, Benefits and terminal dues)
- New ways of working and non- essential services
- Performance based on output and deliverables
- Recruitment keep it on –going
- Motivation and engagement
- Business continuity planning – How long should we plan (6- 12months) – Prepare for the biggest fight
- Team structures and Reporting structures
- Training considerations
- Succession planning
- Provision of Health and Safety- The new normal (Hygiene standards)
- What to do now?

Human Resource Management Considerations

Review of Employee Contracts

Most contracts will be reviewed to reflect the current status

Having short term or consultancy contracts for various roles

Declaring some roles redundant – and work on a future payment plan

Salary reductions – for 3months- 12months to ensure business recovers

Zero hour contracts or based on delivery

Leave Management- all have to get staff consent

Employees to take their required leave days – early

Employees to take up unpaid leave especially for businesses that have shut down completely e.g. Restaurants

Employees can work in shifts

Staff Outsourcing on need basis- Working smart and reducing costs

(Reduce Paye complications, Benefits and terminal dues)

Companies will need to work smart to ensure they focus on productivity and efficiency

Outsourcing staff ensures the company risk is reduced incase of terminations, labour related cases are low

You only pay for what you need and it becomes another persons headache

Focus at this time should be only on core business

Keeping staff engaged and motivated

- Communicate the truth and do not sugar coat also don't be too harsh and create panic – Your employees are your biggest resource
- Have meetings and evens celebrate birthdays- just as you could have done if you were in the office
- Ask your staff for advise – you cannot do this alone
- Support your staff members with essentials- can be in-kind or cash
- Understand your employees circumstances – some have children , electricity and may not be available
- Do not micromanage
- Negotiate terms- do not dictate

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New ways of working and non-essential services

- Working from home will be a normalized activity as new systems and structures will be created
- New business lines will be innovated – traditional lines will slowly be obsolete and new skills in the business will be required
- Reduce your brick and mortar office costs
- Administrative roles will be done away with – like front office staff, HR Administrative roles- roles have to be strategic and output based
- Gig based jobs- people will have more than one job and even some roles can work on night shifts – roles that would ideally be considered to work at night

Performance based on output and deliverables

- Have a clear output and deliverables and reporting lines
- Enlarge your jobs – do a job evaluation. Some jobs can be combined and delivered by one person
- Communicate to staff that salary increment and bonuses are on hold

Recruitment

- **Keep it on going and only focus on value based candidates- what else can they do? Don't hire until you are ready**
- **Always look for talent especially at this time when there is a lot of supply**
- **Consider working with experts – who will deliver as per requirements and need minimal supervision**

Training and Succession planning

- Many organisations have made it possible to access their trainings for free – ensure you take advantage of this as an organisation
- You can also have peer to peer training as the team is working from home
- This is the best time to hire graduates or interns who can support your immediate needs
- Candidates who are not working can also support you in your businesses are they look for work- even if it's a short term, part time or voluntary work

Health and Safety consideration

- Follow the hygiene standards put in place to avoid COVID -19
- Include written materials and training to ensure this ingrained in everyone in the organisation
- Even after the quarantine keep this an ongoing activity in your organisation
- If your company has travel activities- ensure the team members who travel are quarantined even after this period it should be the norm
- There will be many mental issues that will come up and we need to address these issues

What to do?

Employer

- Talk to your employees on how to move forward especially on response rates
- Have scenario based plans – on what might happen- plan for a 6-12 month recovery plan
- Look at having new business lines and making the business lean
- Prepare for a fight and *20 growth strategy and plan

Employee

- Upgrade your skills – don't just sit at home and wait
- Have a scenario based plan – what if- I go on leave, I am declared redundant etc.
- Look at ways on how you can be a valuable asset to your organisation
- Re organise your finances
- Don't blame your employer if you are not offering solutions

About Us

- Based in Kenya, with headquarters in Nairobi Kenya. Being in operation for seven years
- With an East African Reach in Uganda and Tanzania
- We have clients, partners and networks that cut across major Cities, Tier 1 and Tier 2 towns in Kenya
- **Working with over 1000 Companies and have been able to place over 3000 Candidates in within the last 7 years**
- The clients range from: Hospitality, Manufacturing, Agriculture, Retail, Services

What we have done:

Contacts

Juliet Gateri

Founder and Director

0722561070

Juliet@alternatedoors.co.ke






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✉ jobs@alternatedoors.co.ke | www.alternatedoors.co.ke

☎ 0716602536 | 0716602492 |    @Alternatedoors

