



THE TALENT ISSUE

What Professionals Read

ISSUE #01 • APRIL 2021

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*"What you should do
before jumping out of the
pot"- Page 8*

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The Radical Entrepreneur



A STEP IN THE RIGHT DIRECTION- HR TAKING A SEAT AT THE TABLE

BY NAMUCANA .C MUSIWA (HFZHRM)

*Founder & CEO, Career Prospects Limited and
Past President of ZIHRM*



DREAMS AND ASPIRATIONS

Every little boy or girl aspires to grow up and become a parent. In addition, they also want to be someone in society that others admire and look up to. Once they get older their career path begins to take shape often molded by what they get exposed to, in society. When I was growing up it was quite common to find young girls and boys, upon being asked by an elderly person what they wanted to become when they grew up would shout out answers such as; teacher, accountant, soldier, policeman, nurse, doctor, lawyer and even president.

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THE PERSONNEL OFFICER

As I pursued further education, it was still not very apparent to me what career I needed to pursue. I found myself caught up between Public Administration and Economics as a discipline at undergraduate level and later specialized in Personnel Management. I joined the world of work at the time when those administering issues to do with staff were called Personnel Officers and Personnel Managers. I came across a culture where the Personnel Officer was either the sole person handling personnel issues in the organization supported by a cadre of clerks and where the company was relatively large, the Personnel Officer reported to a Personnel Manager or Personnel and Administration Manager. Even at a managerial level, the Personnel Manager appeared subservient to the Chief Accountant, Projects Manager, Marketing Manager and other line managers. The personnel function was perceived as a support department that handled the hiring and firing of employees and also got busy running around to arrange funerals. At worst, the personnel function reported to another function such as finance and did not have a direct reporting line to the Chief Executive Officer (CEO). The personnel function had very minimal interaction with the Board of Directors.

THE HR BUSINESS PARTNER

Over the last forty years, the personnel function in most organisations has evolved from personnel management to business partnering and now to strategic partnering. The role and impact of the HR function has become progressively more strategic in nature. The focus is shifting to improving business performance and driving share-holder value. At higher levels of maturity, the HR function can add tremendous value to the leadership potential, top-line, bottom line and long-term sustainability of the organization. This progression is synonymous with the value that employers attach to the qualifications, skills and attributes of the human resource or human capital manager. While HR in an organization has continued to be responsible for managing employee data, payroll, time and attendance, looking after staff welfare, industrial relations and setting company policies, most organisations have realized the importance of involving HR in the strategic planning and implementation process.

This implies that the HR practitioner is an in-house consultant who is relied upon to guide the rest of the Executive Management team on human resource management matters. The HR practitioner has become

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an all-rounder who should also understand issues to do with strategy, production, the core business of any firm and financial matters, among other things.

HR assists the organization to create an employer brand that fiercely takes part in the War for Talent and emerges victorious. HR does not accept dictates of those that bring relatives to be employed even when there is no room in the establishment but rather promotes the notion that 'Structure follows Strategy' and therefore develops and implements a Human Resource Plan that is aligned to the Strategic Plan of the business.

A SEAT AT THE TABLE

If we all agree that people are the most important asset in an organization, those managing this resource must be treated with utmost respect and importance. This is not to say that HR practitioners should wait until they are seen before making an impact or be assigned responsibilities even when they have no capacity. Rather, HR practitioners must create the impact on their own. They must stand up and be counted. They must demonstrate competence in functions necessary for the success of an organization such as strategy, finance, operations, marketing and information technology. HR

practitioners should aim to lead organisations as Chief Executive Officers as well as earn a seat at the Board table.

May I congratulate Talent Hub and its Founder, Mr. Ronald Sambo, the HR-Preneur, for this great initiative and hope that the Talent Issue will provide a platform for rich professional exchanges among HR experts of all ages. Well done!

The author is;

- *Honourary Fellow of the Zambia Institute of Human Resource Management*
- *Past President of the Zambia Institute of Human Resource Management (2009 – 2011)*
- *Founder and Chief Executive Officer, Career Prospects Limited*
- *Chairperson of the University of Zambia Council (2015 – 2020)*
- *First Board Chairperson of the Zambia Qualifications Authority (2014 – 2017)*
- *Board Member, Bank of Zambia (2018 to date)*
- *Vice Chairperson, Jesuit Centre of Theological Reflection (JCTR), Board of Trustees*
- *Country Co-ordinator, Project Girls for Girls Zambia*

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A WORD FROM MR PRESIDENT

There is no doubt that the practice of Human Resource Management in Zambia has become ever more so important to the success of any organisation in any industry. At the same time, HR has become one of the largest professions in our country that is making a significant contribution to national development. As the nation sails through the murky and turbulent waters of the Covid-19 pandemic with the rest of the world, HR is at the helm to make sure organisations are guided through to ensure investments and livelihoods are kept secure.

The 21st century is a great time to be alive and practice HR because the future is being shaped now.

History is being made. HR in Zambia is poised to revolutionise the way business is conducted.

As we look ahead to the enactment of the ZIHRM Act, my clarion call to all HR practitioners is that for the practice to be a force to be reckoned with in business and national development, each one of us must play our role in moving the profession into the future through professionalism and integrity.

We look forward to benefiting from your articles in the Talent Issue to enlighten us on topical HR issues.

God bless you and God bless Zambia.



Moosa Silumbu
President - ZIHRM



Ronald R Sambo
Founder & CEO, Talent Hub

CEO'S MESSAGE

Talent Hub, in conjunction with the Zambia Institute of Human Resource Management (ZIHRM), is profoundly honoured and delighted to introduce to you the Talent Issue, a unique digital quarterly publication designed to provide a platform for HR professionals like yourself to share and exchange perspectives, insights, ideas and information on the most relevant HR topics of our time. Up until now, there has not been a vehicle to bring together the giant HR community which is so rich and diverse. The Talent Issue is the first of its kind and seeks to change the narrative.

The Talent Issue is apolitical, non-partisan and nonreligious and strictly focuses on human capital management topics.

As HR takes up its rightful seat at the boardroom table, it is only imperative that HR professionals assert themselves and rise to the occasion. The Talent Issue will provide an opportunity for HR professionals at various stages in their careers to showcase their knowledge and skill through writing. Their articles will be published in the Talent Issue at no cost at all. In so doing, they will be contributing to the body of knowledge in human capital management. What a way to make a contribution to your profession!

I look forward to your intriguing and captivating articles that will strum our intellectual chords as we take HR practice in Zambia to another level.

UNDERSTANDING THE MEANING AND APPLICATION OF EMPLOYMENT CODE (EXEMPTION) REGULATIONS (SI) NO. 48 OF 2020 (PART ONE)

BACKGROUND

The Government of the Republic of Zambia published the Employment Code Bill on 13th February, 2019 which was later passed into Law by Parliament on 2nd April, 2019 and assented to by the Republican President, Dr. Edgar Chagwa Lungu on 11th April, 2019. The Minister of Labour and Social Security Hon. Joyce Nonde Simukoko issued the commencement Statutory Instrument on 9th May, 2019 which was meant to operationalize the Employment Code Act, No. 3 of 2019 (Code).

Following the passing of the new law by Parliament, a transition period of one year was provided to align contracts of employment, HR and related policies and general conditions of service to the new law. Practitioners and Institutions understood that where the provisions in the contracts of employment made prior to the commencement of the Act were materially inconsistent with the provisions of the Code, Employers had a statutory obligation to comply with the provisions of the Code within one year of the commencement of the Act.

It is also important to state here that under the legal principle of non-retrospective application of the law, all benefits which accrued by employees prior to the passing of the Code were to be computed in line with the requirements of the law under which such benefits accrued. This meant that employees could not claim benefi-

ts under the new law which were not part of the contracts of employment signed prior to the passing of the Code.

Additionally, under the legal principle of non-detrimental effect of the law, all terms conditions of service which were superior to those provided for in the new law could not be changed to the detriment of the employees in an effort to align them of the provisions in the new law.

SALIENTNEW/ ENHANCED PROVISIONS IN THE CODE

The Code introduced and/or enhanced the following provisions: Different types of leave;

- New and enhanced terminal benefits (severance pay and gratuity provisions);
- Introduction of procedural provisions (probationary period, policies, disciplinary codes, hours of work);
- Introduction of Skills Advisory Committee (SAC) and Labour Advisory committee (LAC);
- Introduction of Rules relating to employment of expatriates;
- Enhanced Powers of the Labour Commissioner;
- Provisions authorizing the Labour Commissioner to apply sanctions;
- Introduction of mandatory housing provisions.

THE EMPLOYMENT CODE (EXEMPTION) REGULATIONS (SI) No. 48 OF 2020

The Employment Code (Exemption) Regulations was pub-



Andrew Chislala
HR Expert and Entrepreneur

lished in the Government Gazette on Monday, 11th May, 2020 took effect on 13th May, 2020.

MEANING OF THE SI No. 48 of 2020

It important to note that the law has specifically mentioned that only a person, class of persons, trade, industry or undertaking listed in the Schedule are exempted from the provisions which are listed in the Schedule.

Employers must and HR Practitioners must be aware that the exemptions given do not extend to the entire Employment Code Act as it only suspends the operation of listed sections as contained in the Schedule.

PROVISIONS SUBJECT TO EXEMPTIONS

The following are the only provisions in the Employment Code Act No. 3 of 2019 which are subject to exemptions:

1. s36 of the Code - Annual Leave

What is important to note is that the law made it mandatory for an employee to be eligible for paid leave or automatic commutation for cash of accrued leave days in situations where an employee is not granted leave at all or is granted less number of days from the accrued leave days during the period of twelve (12) consecutive months.

The concern for HR Practitioners and Business Houses was that the law did not provide for options of carrying forward the unutilised leave days into the ensuing financial year because of the mandatory statutory requirement to commute all accrued but not utilised leave days at the end of a twelve (12) month period.

The provision of section 36 of the Code does not apply to an employee listed in the Schedule. The understanding, therefore, is that the parties can make provisions in the terms and conditions of service to allow employees to commute accrued but unutilized leave days for cash and/or allow the employee to carry forward the accrued but unutilized leave days.

It is also important to ensure that clear policy guidelines are put in place regarding circumstances under which accrued leave days may be commuted for cash including the commutation formula to be applied as well as the maximum number of unutilized leave days which may be carried forward where commutation is not permissible.

It is worth mentioning here that where contracts of employment made provisions in accordance with the Code prior to the passing of the Exemption Regulations, the parties are bound by such provisions and any changes can only be made with written consent of the parties.

Employers and HR Practitioners must be aware that in the absence of statutory provisions providing for leave administration, internal terms and conditions of employment take precedence and must provide for development of annual leave plans, rules regarding the carrying forward of accrued but unutilized leave days and policy on factors for commutation of accrued but unutilized leave days where carrying forward is not permissible.

2. s37 of the Code - Annual leave benefits formula

Section 37 of the Code provides as follows: "Subject to an agreement between the parties which is more favourable to an employee, an employee shall be paid annual leave benefits based on the formula as set out in the Fifth Schedule."

The operation of section 37 has been suspended largely due to lack of clarity in both the understanding and application of the section.

Some Employers and HR Practitioners understood that the formula was meant to be used when computing the value of commuting accrued leave days for cash while others (especially in private sector) believed that it was meant to assist in the determination of leave benefits (such as leave pay and leave travel allowance) when an employee was proceeding on paid annual leave. This confusion made it

difficult for HR Practitioners to administer the provision in its current form.

An observation was also made regarding the formula itself which if applied in its current was not sustainable for many Employers because of the financial burden it was creating hence the decision to suspend its operation.

3.s48 (1) of the Code – Forced Leave

Section 48 (1) of the Code provides thus: "An employer shall, where the employer sends an employee on forced leave, pay the employee basic pay during the period of the forced leave."

The challenges with this provision was that it did not define or give clarity on what could amount to Forced Leave even though the Code empowers the Minister of Labour and Social Security to issue an SI explaining what amounts to or qualifies as Forced Leave.

Another challenge with the provision was the requirement to pay employees sent on forced basic pay during any period of forced leave.

The exemption under section 48 is restricted to an employer assessed by an authorized officer to be in financial distress based on the guiding principles set out in the Schedule to the SI.

----End of part one. Look out for part two in the next issue ----

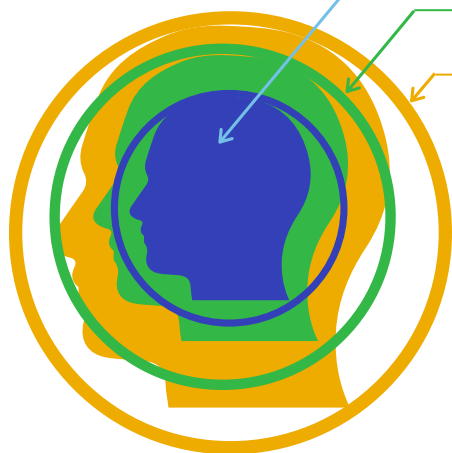
The author of this article is the Chief Executive Officer (CEO) of 8to5 Business Solutions Ltd and Managing Partner of Step Up Business Solutions Ltd. He is also Past President of the ZIHRM

Impact of Mental Health on Employee Productivity

By Dr Naeem Dalal (MD)



What makes you unique? Have you ever experienced a day at work when you are physically present in or at your work space but your mind is not at work. Your thoughts and feelings are not at work but your behavior and actions are physically at work. Being aware of oneself is what makes you unique. I will briefly explain to you the concept of concerns and boundaries.



Work-life boundaries which need constant up-skilling on your end to improve your productivity.

The steps are:

I- Understand what your core principles and values are? The answer to this requires you to explore who you are or what do you align your morals and beliefs with? Are you a supportive person, or are you a social person, or are you a person who values communication. This is an active quest on your end,

and once you are aware of your core, you will be in a better psychological space to know what experiences and situations can be triggers that may overwhelm you. Being aware of your core allows you to differentiate your work stressors and personal stressors, which helps you evaluate burnout.

Core

In my control

Outside my control

II- What is in your control? Being aware of concerns and situations that are in your control is very important. This helps you put in boundaries on situations and experiences that you have a direct influence on. This will help you take up responsibilities and agree to situations that allow you to grow your skills and outputs.

**Being aware of oneself
is what makes you
unique**

III-What is outside your control? Being aware of situations that are beyond your control helps you say 'NO', this helps you streamline and be integral to your core. Taking up roles and being concerned about situations outside your control is taxing on your mental wellbeing

The self reflection on your part is realising that 'if I take this up or if I worry about this, this will be the consequence.'

**"I am not a product of my
circumstances. I am a
product of my decisions."
-- Dr. Stephen R. Covey**

You need to be aware of what is in your control and what is outside your control. Actualising boundaries and being self aware will help you cope with your personal concerns and your professional concerns. This will improve your wellbeing by allowing you to be brave about your weaknesses and owning your strengths to give optimum productivity. This further helps you appraise and evaluate if your place of work is overwhelming you and taxing your mental wellbeing or vice versa.

I end with a question, 'have you ever been at home and outside work hours you work while you are supposed to be present with friends and or family?' This is a constant loop many of us find ourselves in and we need to be self aware of this as this affects our growth and further influences our mental wellbeing. According to the World Economic Forum 2020 future of jobs report, one of the

top 10 skills needed in work places is emotional intelligence. We define EQ in simple words is as being self aware of your emotions and that of people around you.

You are unique and you need to be aware of what makes you unique which is influenced by your mental wellbeing.

The author is a Mental Health Expe-

rt and Psychiatry Registrar at University Teaching Hospitals. You can follow him on the social media:

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WHAT YOU SHOULD DO BEFORE JUMPING OUT OF THE POT

Dumisani L Ncube
The Radical Entrepreneur

There is a popular fable that describes a frog being slowly boiled alive. The frog jumps out of the pot no sooner than it feels the heat. However, when the frog is put in the pot while the water is still lukewarm and then the water is heated gradually, the frog adjusts its temperature to adapt to that of the heated water. It keeps doing so until the water is almost boiling. Keep in mind that all the while, the frog is using up its energy to adapt to the increasing temperature. When the frog can't take the heat anymore, it decides to jump out of the pot. However, it has depleted all its energy while adjusting its temperature and the inevitable happens- it boils to death.'

The question arises; what killed the frog? Most people would say that it was the boiling water. But in actual sense, what really killed the frog was its inability to analyse and realize when to jump out. It fails to jump out in good time.

Sad to say that this is what happens with most of us. We engross ourselves in a culture of high salaries that we ignore the sinister threats that gradually arise from being so comfortable with the unlimited spending accounts. We work 10, 15 or even 20 years for the salary. We become so comfortable with the annual increment. We fail to realize that every time our salary goes up, our needs correspondingly increase and so do our expenses. Our lifestyle keeps adapting to our new salary until the retirement age of 65 years old.

After getting our pension, we think of going into entrepreneurship ventures like; consultancy, farming, poultry, real estate, etc. We think of trying many things but everything that we want to venture into has got a learning curve and all our energy was used up while working for the salary.

I put it to you that the best time to

go into a business is before you reach the later years of your employment while your energy levels are still high. I only know of a few people who made it big in their sixties such as Colonel Harland Sanders, founder of the Kentucky Fried Chicken (KFC). The question is: "Will you have enough time to acquire the experience and skill needed to setup and run a business venture after reaching retirement age?" This is a question to seriously think about while still in the pot.



The longer one stays in the pot, the better the salary seems to get but at the same time, time to run your own business is running out. By the time you retire, the energy is also gone. It is no wonder that we frequently, but sadly, hear of many retirees who shortly after retirement do die within few years of acquiring their pension funds.

This reminds me of Les Browns' words: "The graveyard is the richest place on earth, because it is here that you will find all the hopes and dreams that were never fulfilled, the books that were never written, the songs that were never sung, the inventions that were never shared, the cures that were never discovered, all because someone was too afraid to take that first step, keep with the problem, or determined to carry out their dream."

To make matters worse, the life expectancy in Zambia is currently estimated to be between 63 and 65 years. Right now, you can do a simple exercise. Do the math, subtract your current age from 65. This will give you an idea of how many years approximately you have before it is too late to jump out of the pot. This sounds harsh but it's reality.

As the Radical Entrepreneur, I am a strong proponent of entrepreneurship.

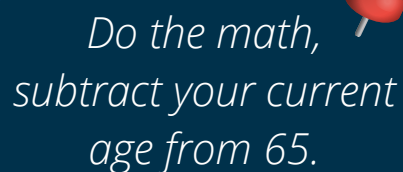
Entrepreneurship is the backbone of every strong economy that you can think of. The United States of America, China, France, to name but a few. All these countries' economies are built on strong entrepreneurial foundations. It's the entrepreneurs that have built these economies and not the governments. The governments just provide an enabling environment for entrepreneurs to start and run businesses.

The aeroplane, railways, automobile, cell phones, computer, television, and so on – have not only fundamentally trans-

formed consumers' lives, but also have become platforms for many other industries that, in combination, have fundamentally changed entire economies. Right now, some business entities are already poised to cash in on corona virus vaccines. Talk of Pfizer and biontech for instance. These companies are owned by investors but their investment is shaping the entire world today. Where would the world be without entrepreneurs?

Entrepreneurship is the solution to any ailing economy and all citizens have an opportunity to participate in business to better the lives of many. However, it takes personal conviction and faith to believe that you can start and run a business successfully.

Fortunately, there are many ways you can prepare for your business life before retirement. In fact, I always challenge all those that are working for a salary to think of starting their own business as soon as possible while they have the vigour to do so.



*Do the math,
subtract your current
age from 65.*

However, before deciding to go into business, there are things you must do. You will agree with me that platitudes of literature have been generated on what you can do. However, I have my own list which I have come up with after much study, observation and experience in the entrepreneurial and business world. Let me be quick to issue a disclaimer that the list is by no means exhaustive, but I have only decided to share six points that I think are critical:

Come up with a good name for your business.

Just like you don't name your child without spending some time to think about it, you also need to

take some time to come up with a name that will be appropriate for your company. I know in our country, we are fond of giving names based on something that is trending like Covid Banda, Load-shedding Phiri. Some people are named after qualities like Patience, Fortune, etc.

When it comes to businesses, some name them after themselves or their children. That is fine, but when it comes to naming your business, the name you select is very important. This is because when people hear a name, they make a number of assumptions about that business or brand. A name identifies the business, but it does so much more. It should be your company's public face. It should tell customers who you are, what you do, and perhaps a little about how you do it. The name should be short, catchy and easy to remember.

Do your research.

Whatever business you might think of going into, you need to gather enough information about it. Granted, it is not possible to have all the information in the world, but you should gather enough information to make informed decisions. Some things can only be learned as you go. Also expect to make some mistakes along the way, but these should form part of your learning curve. Of course, sometimes it may cost you a lot of time and money, but that's what makes the difference between those who succeed and those who don't. Those who succeed take the risk while those who do not succeed are scared to take the risk. As a result, they are stuck in the pot. When you do your research, you will take calculated risks and not blind risks. Whoever coined the expression: "Knowledge is power" knew exactly what he was talking about.

(Continued on page 11)

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Start creating networks.

Do not expect people to just give you business because you have been working somewhere for years. Create networks by joining associations, networks and groups of people who are already doing what you are planning to be doing and are already doing well in that space. Be humble enough to learn from them even if you are a bigboss at your company. The fact is that they have been in the game long enough to gain the respect that they command. When you are humble, people are more willing to teach you one or two things.

Also develop a habit of hanging around people with good ideas. There are people who always seem to be factories of brilliant ideas. Perhaps that's God's gift to them. But make it you aim to befriend some of them. Maybe some of the good ideas will also rub off onto you.

Start positioning yourself as an expert in your industry

Start making people know of your existence and/or the existence of your business. People tend to buy from or give business to someone they know and trust. However, trust is earned or built over time. Make deliberate efforts to start 'advertising' what you are able to do. I am aware that depending on where you work, it may not be easy to do that otherwise it would amount to conflict of interest. But if you are able to do it and there's no conflict of interest, make sure you consider this. Hire a consultant or find a mentor - if you have to - who can help you to start position-

ing yourself. The point is 'start getting known for what you are able to offer'. That way, people will already know what you do and that you do it well.

Start educating yourself about your area of concern

I am not here necessarily talking about obtaining academic qualifications. If you have acquired these over the years, well and good. However, I am talking about education you acquire through short courses and workshops. These are what will set you apart from others in your field. Be willing to spend a little from your salary to sponsor yourself to attend short specialisation courses. Most of us only ever get to attend a workshop or seminar when it is company sponsored.

However, if something is very important to you, you should be compelled to set aside a few kwachas or dollars to equip yourself with knowledge in your area of interest. This is personal investment. The same goes with buying books. There is an abundance of knowledge hidden in the books that can change your life but most of us rarely think of investing in books. I do not agree with the assertion that there is a poor reading culture in Zambia. I think a lot of us do read except that we spend most of the time reading things that do not build our minds. If you have bought a personal development/growth book lately and are reading it, kudos to you. Please keep it up. You are doing fine.

Find out about Statutory requirements

This is very important. First, you need to appreciate the fact that in order for you to have a formal business, it has to be one that is properly registered with PACRA, ZRA, and the like. You need to find out what legal requirements you need to meet in order for your business to operate legally. You therefore need to decide what type of business you want to register, hence the documentation that will be required, the fees that you will need to pay, etc. All this information can be obtained even at the comfort of your home because you can access this information online without having to go anywhere physically. If you feel it is complicated or you feel you are too busy since you are working, again, you can hire a consultant who can help you meet the requirements and also help you to register your business.

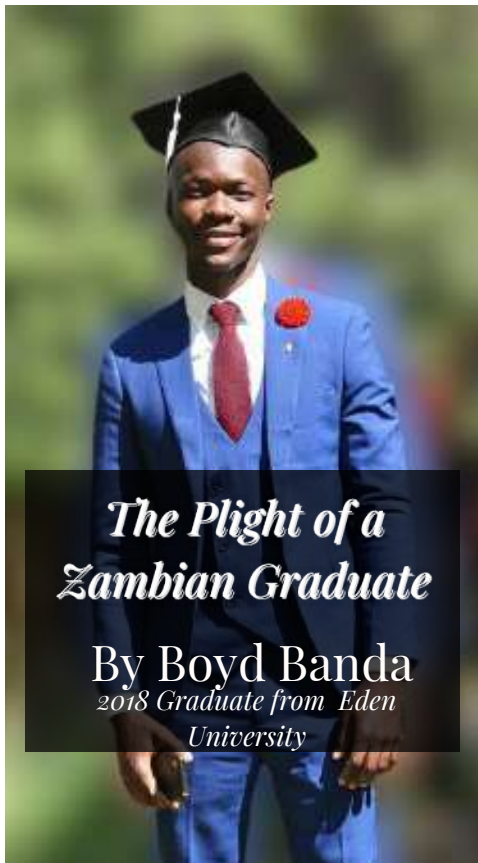
I am confident that the information I have shared will help someone prepare themselves to get out of the pot sooner than later and venture into their business. I would appreciate to hear from you about what you think about the six points.

This has been Dumisani L Ncube, the Radical Entrepreneur, and the future is bright!

.....

Connect with me via FaceBook by searching for Dumisani Lingamangali Ncube. You can also subscribe to my YouTube channel to watch my videos on various exciting topics.

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The cap, the well-knit gowns, the nice fitting designer suits, the shiny polished leather shoes and smiling faces all characterize one of the most important days of one's life, yes! a GRADUATION DAY. People gather; invited guests, family members and not forgetting junior students who stand by in admiration wishing it was their time. But this is no one's time but yours.

In your life there will be many a milestone on which you will look back when the years have flown by. And of all those major moments, I think it's fair to say that one of the most special is your Graduation Day. Forget the gown and the looks and let's focus on you and that heart that made such a day possible. A heart that, against all odds, from sleepless nights to peer pressure and all the nitty gritty of university, you choose not to sleep but kick till the last day when many come to say: 'congratulations'.

As one era ends, you watch a new one start-An adventure in which you are about to take part. Let courage and joy conquer any fear

for doubt. Let hope light the path on which you're setting out. It's that time of employing yourself. Nature requires that you enter into a job of job finding due to the hardships of not finding one immediately after graduation. A hunter with no field experience, only carrying certificates as a gun with cover letters and curriculum vitae as bullets you set out to job hunt. At this point, the phrase "Zambia The Real Africa" becomes reality for this job hunting is not for the faint hearted.

The reasons for the lack of job opportunities for graduates in Zambia spreads across many factors that can be addressed by students, the government and the private sectors.

The government should develop courses more adapted to problem solving with regard to economic challenges, providing graduates with practical skills for the labour market and investing in sciences, technology, engineering and mathematics (STEM) which is not sufficiently done at present. This will guarantee an immediate recruitment for graduates.

The government needs to microscopically look at the issues of corruption and nepotism because corruption goes beyond the ministers and high government officials to industry managers and hiring managers with nepotism and other corrupt hiring practices making job searches inefficient and unequal for fresh energetic graduates.

Universities in Zambia, both government and private, have failed to move beyond their early post-colonial strategic role focused on national pride and the training of civil servants and teachers. The education system remains oriented towards preparing students to become civil servants and fails to foster entrepreneurship. This can be do-

ne away with by introducing scholarships in hands-on skills which can encourage a lot of young people to move from studying to be civil servants to people that can work in helping the government through different skills.

The private sector must complement government's efforts. This sector needs to be strongly linked to the education and training systems to meet labour market needs. Private companies need to offer young people apprenticeships, internships, mentorships and even skills certification programs. These can in many ways be great strides in trying to end the issues of graduates not finding jobs.

Institutions such as the Zambia Institute of Human Resource Management have a pivotal role in this matter. Human resource is a function within an organisation concentrated on recruiting, managing and directing people who work in it. The Zambia Institute of Human Resource Management needs to see to it that companies have qualified trained human resource personnel. There are a lot of individuals in companies parading themselves as human resource personnel yet lacking the knowledge and capacity to handle the duties. A thing which shouldn't be.

Human Resource Management deals with issues related to compensation, performance management, organisation development, safety, wellness, benefits, employee motivation, training and others. HRM plays a strategic role in managing people and the workplace culture and environment. If effective, it can contribute greatly to the overall company direction and the accomplishment of its goals and objectives of bridging the gap between the company and work-

ers especially young graduates.

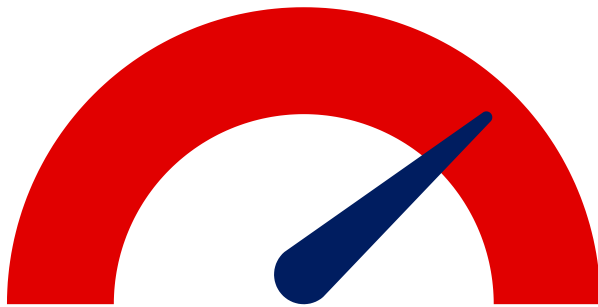
It must be said that more and more companies seek the outsourcing services of Human Resource recruitment companies. The focus of the institute must be strategic utilisation of employees and the measurable impact of

employee programs over business. Policies such as tracing students from universities can be introduced through human resource agencies. An individual can be traced while at university and once they are done they are easily incorporated into the labor force. A young graduate to think

that once graduation you will easily find a job is a misconception that might lead to depression, or simply put, it is a "paralysis of analysis" I submit.

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10 Common Health and Fitness Questions Answered by the Fitness Driver-

*By Makungo Muyembe
Proprietor,
The Sweat Factory*

1. Why is it important to stay healthy especially with the advent of the covid virus?

REGULAR Exercise combined with good eating habits can help boost your immune system. Exercise, especially intense cardio strengthens the heart and expands lung capacity.

2. How often should one exercise in order to stay fit and healthy especially if one is over 40 years where they say life begins?

You can actually exercise every day for 30 to 45 minutes. It's all up to you. But at least not less than 4 times a week. Remember you have 24hrs in a day, it can't hurt to spend even just 30min on fitness.

3. What kind of exercise can those who lead a busy lifestyle do?

Exercise is basic, it's just the movement of the body. Exercise

can be done anywhere-at home, at the gym or even just by taking a walk or running.

It's always good to combine cardio with strength exercise to burn calories and tone the body.

4. What can help to be consistent with exercise because each time people resolve to be regular, they easily find themselves slipping back into irregularity.

Exercise is easy, fitness lifestyle is difficult. Many people can't exercise forever or do it consistently. One needs to be self motivated to keep up with the fitness lifestyle. Focus and determination are key. You have to be driven to succeed.

5. How important is nutrition when it comes to staying fit and healthy? Is nshima good for one's health?

Always choose a sustainable diet,

eat what you like but in moderation especially if you want to lose weight. All nutrients are needed; body fats, carbs, fats and vitamins.

NSHIMA is okay, but just don't over eat,. Once in a day is good fine.

6. Can alcohol affect one's exercise routine?

Alcohol is not bad provided you don't over drink, I do drink in moderation and it does not affect my exercise program because I am focused and determined. However if alcohol makes you lose focus,, it's better to avoid it.

Alcohol especially beer has a lot of calories, so if taken in large quantities regularly can affect your weight (you gain) and exercise life.

7. What is the best way of losing weight and especially belly fat? There are so many suggestions and formulas being sold out th-

ere, some of which contradict each other.

The best way to lose weight is simply by reducing your food intake and exercising more. Belly fat is the most stubborn and dangerous fat. There is no exercise that can only reduce belly fat, you lose weight evenly all over your body.

Be patient, don't rush. Focus on fitness, weight loss comes as a result of consistency with a fitness lifestyle. Do a lot of cardio exercise with some strength training.

Is aerobics the best kind of exercise? Should one also do muscle building exercise?

AEROBICS exercise is the ultimate fitness test: run, walk, skip, dance etc. However, you need to combine aerobics with some strength exercise to ensure that your body is firm and toned. 65% cardio, 35 min strength is my recommendation. Always aim to discover and rediscover yourself along the way. With fitness, different exercises and approaches work differently for different people.

9. What is the best time to do exercise?

There is no best time to exercise, it's up to you. Exercise whichever time you are free from other activities. However if you want to lose weight, mornings are the best, you always make sure you exercise on an empty stomach but full of energy. You must always create time in your busy schedule to exercise. You can exercise anytime as long as it is convenient for you.

10. Is it true that it's not a good idea to do the same exercises during each workout session?

Yes, it's true but sometimes it does not matter e.g. running is good but it's the same exercise.

Many people actually love running. To make it challenging and fun, run faster. Whatever is on this earth is repetitive, we just have to make it fun. Ultimately you need to combine exercise for better results and full body conditioning.

The bottom line: intensity is the name of the game. Whatever exercise you do, challenge yourself and push harder, push your heart to the limit.

In summary...

Every adult should do some form of exercise in order to keep fit and healthy. You can prevent lifestyle diseases like diabetes, BP, strokes, obesity and cancer.

If you already have a lifestyle disease, exercise can help you manage it.

When it comes to work, exercise is a morale booster, it helps to kill stress, you sleep better and overall you become more productive because your brain also feels good.

You lose nothing by engaging in exercise. In fact, you gain your health. But you lose something by being inactive.

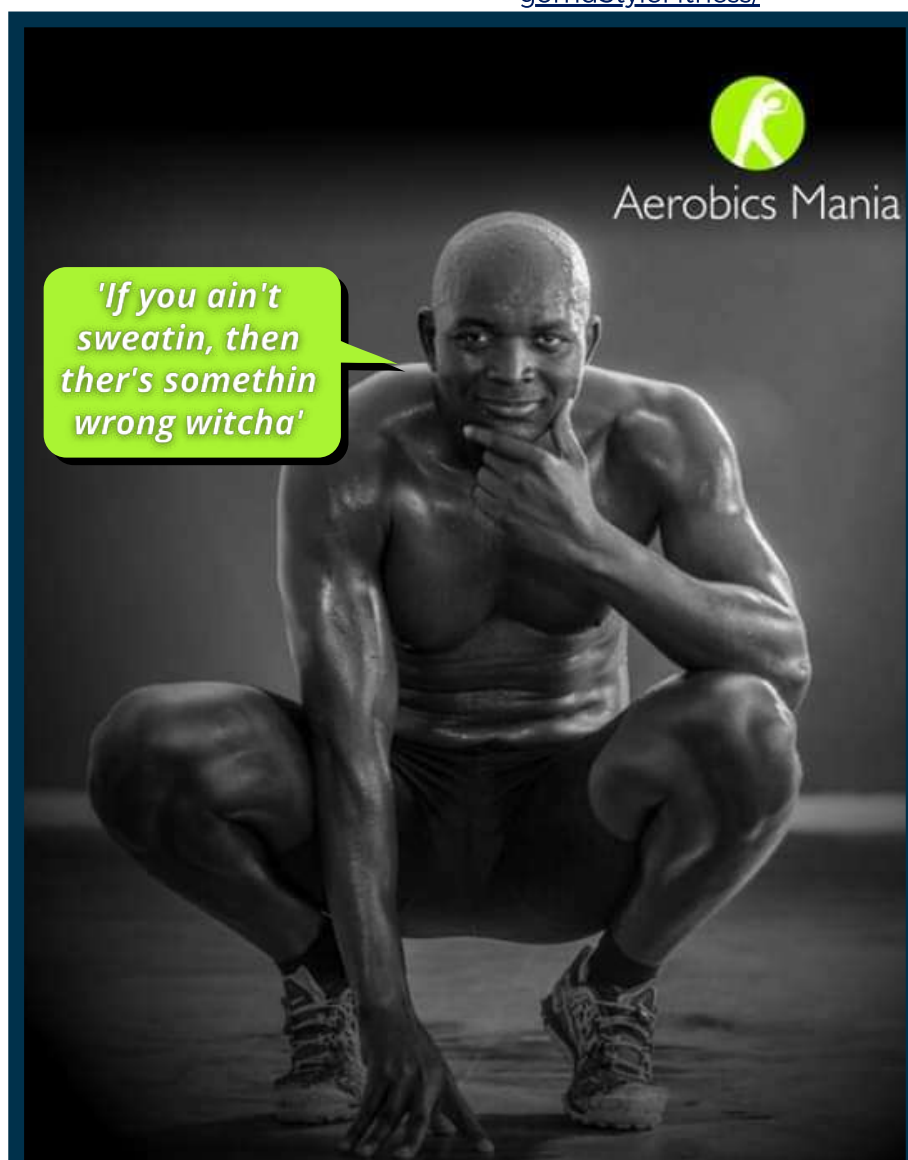
WARNING

As long as you are inactive, eating and drinking anything, something is brewing inside, don't be surprised. It might be BP, diabetes, stroke, cancer or hypertension. reduce the risk by regular exercise.

It's your call...

You can follow the Fitness Driver on FB

<https://www.facebook.com/Define>
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The That, How & Why of Performance Management

Musonda Matildah Kambikambi

*Human Resource Practitioner
and Blogger*

THAT
Declarative
Knowledge

X

HOW
Procedural
Knowledge

X

WHY
Motivation

=

Performance

THE PERFORMANCE EQUATION

Declarative Knowledge (That):

This involves knowing **THAT** something is the case – that the letter E is the fifth letter of the alphabet, that pink is the best color in the world (well that's an opinion but you get the gist of it lol).

Procedural Knowledge (How):

This involves knowing **HOW** to do something – how to ride a bicycle or how to dance. We may not be able to explain how we do it but it involves implicit learning.

Motivation (Why): This is simply the reason or reasons behind **WHY** we do something. Why we get up in the morning, why we brush our teeth, why we feel guilty if we don't call our parents or visit our grand parents.

This equation is just applicable to employees in an organisation, thus should be taken into consideration when managing performance.

Why is this important?

Meet Mubanga. Mubanga has declarative knowledge and motivation but she lacks procedural knowledge. Mubanga has knowledge of all information regarding task's, requirements, principles, and goals. Her motivation about her job is good because Mubanga has no problem with going to work and attending all meetings on time.

Typically the patient would be a male between 25 and 35 years. They present to hospital in heart failure. Symptoms of heart failure are difficulties breathing, cough, swelling of legs, getting tired easily and failing to sleep flat unless

propped up on many pillows. When examined they have an epart is that they respond well to She has great knowledge of all the products and is helpful with the customers as well as her coworkers when it involves knowing that the price of a product is this or that the specifications on product x are better than product y.

However, she is not friendly and she gets flustered and overwhelmed when she has to deal with difficult or irate customers. Mubanga's procedural knowledge suffers a great deal and sometimes make customers uncomfortable..

Meet Choolwe. Choolwe has declarative and procedural knowledge but he lacks motivation. Choolwe like Mubanga

has knowledge of all information regarding task's, requirements, principles, and goals. Additionally, Choolwe knows how to deal with customers superbly and they always feel comfortable around him. However, Choolwe never comes to work on time.

He has been caught sleeping in the storage room three times and most recently he refused to attend the mandatory team building & sales retreat, he did not see why he had to attend as he already knows how to do his job.

Owing to the fact that should take the individual employee performance is determined by into consideration. different aspects, the manner in which it is managed should be Which of the 3 aspects of able to take these different performance do you think people aspects into account. Imagine lack the most? enrolling Choolwe & Mubanga on a 'how to relate to customers

Musonda Kambikambi is a Human Resource Practitioner and Blogger

This might significantly improve Mubanga's performance but not Choolwe's. This entails that performance management, performance improvement, and employee development is not a one size fits all endeavor but it



Exit Interview Questions You can Ask Your Leaving Employees

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- ✓ What made you start looking for another job?
- ✓ What made you accept the new job?
- ✓ Do you feel that you are equipped to excel to the new job?
- ✓ How would you describe the culture of this company?
- ✓ Since we hired you, do you feel that your job description changed? In what way?

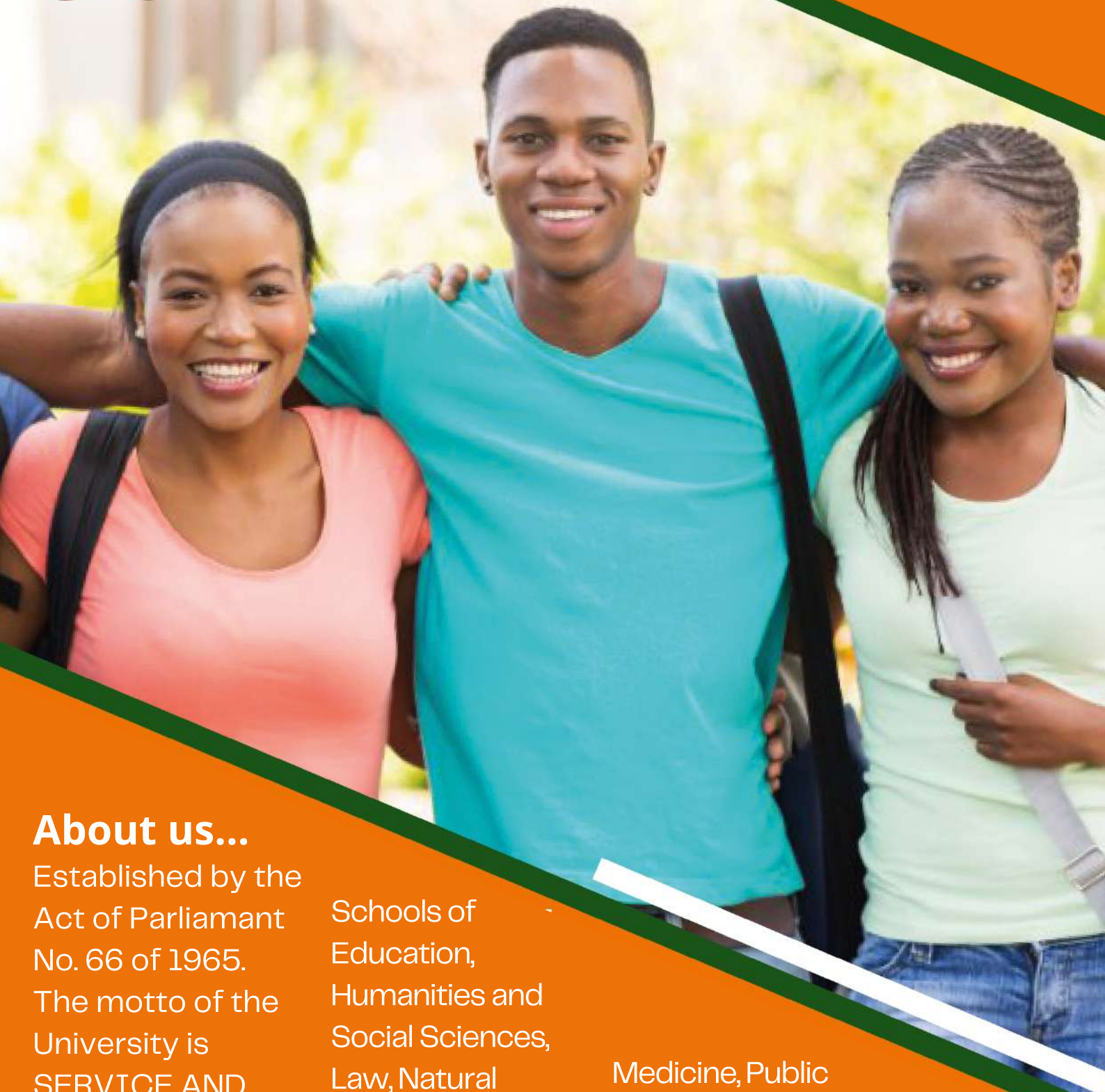
- ✓ Were you satisfied with the way you were managed?
- ✓ Do you feel you were considered a valuable employee of the company? Do you have any suggestions for improvement?
- ✓ Did you receive constructive feedback to help you improve?
- ✓ What was your best experience at this company?
- ✓ Is there anything that can be done to change your mind about leaving the company?

You can add to the list



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A man with a shaved head, wearing a blue suit, light blue shirt, and a dark tie with gold polka dots, is sitting in a black leather office chair. He is smiling slightly and looking towards the camera. His hands are resting on a wooden desk. On the desk, there is a red folder or book. In the background, there is a white printer and a framed picture on the wall.

DANGERS OF OFFICE GOSSIP

By Yangeni Chendela
*Human Resources &
Administration Manager BDO,
Zambia*

Do not let office politics make you feel bad about your organization. Find out the characteristics of office politicians and avoid being a victim of office politics. It seems harmless when you gossip about the relationships of others in the canteen, when you whisper about so and so, while you walk, when you make fun of a colleague's outfit, when you discuss the wedding of work mates, choices of their phones or cologne, etc.

You may reason and convince yourself that it is harmless and that no one really cares. But the emotional damage this may cause to the recipient has the potential not only to damage relationships in the workplace but work productivity too.

Gossip can have many adverse effects on an organization. It can increase conflict and decrease morale. It can result in strained

relationships. Gossip breaks down trust level within a team setup, which results in employees' second-guessing each other and ultimately not relying on each other as team members. As a result, team members will prefer to run to their supervisor to clarify the directions or instructions, or to settle the differences that will arise rather than to their fellow team members.

Gossip is the death of teamwork as the group breaks up into cliques and staff start refusing to work together.

Research has proven that most people have left work not because of the organizations but due to office politics and office gossip. How sad it is to learn that negative gossip is among the reasons employees decide to resign and that mostly, perpetrators unknowingly contribute to this.

My question is: "How do you allow

someone to start complaining about others?" Gossip is TOXIC and has the potential to injure the emotions of others. Gossip impinges on employee productivity because employees use company time to engage in it at the expense of work. It also can lower staff morale, diminish trust in other employees and create divisions among staff. Gossip can hurt personal reputations and prompt good employees to leave.

It is surprising to know that the people who mostly complain about other employees and about their organization's rarely actually resign! They are part of the organization's fixed assets, yet they have all the negative things about the company to share. New employees are not spared from this vice as they are known as the pipeline, or simply, channels of office gossip. So anyone can be a culprit or perpetrator.

The question that begs an answer



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1. **It is illegal** to practice Human Resource Management in Zambia without a valid practicing license issued by the Institute;
2. **It is illegal** for any organisation to employ persons as Human Resource practitioners who are not registered with the Institute; and
3. The Institute will be carrying out intensive door to door inspections country-wide to ensure that only persons with valid practicing licenses are practicing Human Resource Management.

ZIHRM offers you the opportunity to be on the right side of the law through **CPD ADVANCED PROFESSIONAL DIPLOMA**. Furthermore, HR practitioners are informed that membership upgrade will only be considered upon completion of this programme.

On **16th March, 2020**, the Government of the Republic of Zambia, through the Minister of Health, announced the closure of all schools, colleges, and universities effective 20th March, 2020 in order to mitigate the spread of the novel Corona virus also known as COVID-19.

Pursuant to the Government's announcement, the CPD classes shall be conducted online through recorded lectures, online forums and chats as well as other forms of interaction so as to effectively address the training needs of our members/students without having any exposure to the COVID-19.

Duration: The programme has four (4) levels. Each level runs for three (3) months. Full Post Graduate Diploma runs for 1 year 2 months.

Participation Fee: K4,500 per level (payable in installments of 50% or K1,500 per month)

Date of commencement: 29/03/21

HOW TO REGISTER

Application forms can be obtained from the Secretariat at the following address:

The Registrar
Zambia Institute of Human Resource Management
Plot 1780, Buchi Road, Off Lubambe Road, Northmead, Lusaka
or Room 238, David Mwila House, President Avenue, Kitwe
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