

Thursday, April 09, 2020

HOHR 22/2020

TO: ALL KCB UGANDA STAFF

Thru: BRANCH MANAGERS / HEADS OF DEPARTMENTS

Dear Colleagues,

RE: HR UPDATE

I hope you are keeping well and staying safe as we weather the crisis that has come upon us nationally and globally. I would like to express thanks to each one of you for paying attention to and implementing the practices to keep you and your families safe from COVID-19. I would also like to express special thanks to the teams that are working tirelessly to serve our customers in spite of the challenging circumstances. In particular, all our upcountry Branches; the teams from Ben Kiwanuka (while it was operational); Kampala Road, Forest Mall and Ndeeba Branches as well as the Head office teams, We appreciate you!!

As you would imagine a number of HR activities / initiatives have been put on hold until we are out of this situation. Below is an update on the status:-

1. **Recruitment:** A Group-wide freeze was placed on recruitment, given the difficulty of accessing people and conducting interviews during a lock down. This will be reviewed as the situation unfolds and as with tough times we have been challenged to make the best use of the current resources we have. We might surprise ourselves with some very creative new ways of working.
2. **Leave:** In a bid to respond to the Presidential directives to stay at home and implement social distancing, a number of you were requested to take leave. In view of the fact that some of you may not have been able to log these formally into Oracle, line managers are tracking these offline in order to ensure we maintain accurate leave tracking and manage the impact of leave liability on our books, considering the slow business performance at this time. The system has been enabled to accommodate leave days in excess of leave earned; this will balance out in the next few months as our leave days accrue.
3. **Performance Management:**
 - **2019 BSC closure:** The end of year Performance cycle was finalized mid last month with the issuance of performance rating letters to all staff that were not on probation. We had a number of performance appeals submitted, that were duly reviewed by the Appeals committee. Feedback on the outcome of the committee review will be communicated as soon as the work situation normalizes.
 - **Performance Improvement Process:** As you are aware, we did not perform well as a Bank in 2019, a performance that speaks to our own individual performance. As a result, many of us will be required to develop plans to focus us to delivering a great performance over the next six months. This process will also be initiated once we get back to normal business operations. As we get to work we will all be challenged to put in our very best as the start of 2020 has not been good for business performance. How we get up and rise from the 2019 performance will determine how we succeed in 2020. So take time to

think about what you can do to bring your best self to work, when we do return to normal business operations.

- **End of Q1 performance review:** We were due to have our Q1 performance review discussions around this time, but this has not been possible. It will therefore be postponed until a more practical time. However I would encourage each one of us to take stock of Q1, what we were able to do and what we need to do to get back on track with our 2020 plans.

This year, more than ever, we need to demonstrate value and individual impact on the Bank's strategy to justify our headcount. Let's also use this time to keep in touch with our customers and continue to support the business in whatever ways we can.

4. Employee relations:

- **Employee Engagement:** We had started on the action planning based on the OHI survey results, which is also now on hold. We will continue where we left off once we get back into normalcy.
- **Disciplinary process:** We had a number of disciplinary actions that were in progress and cannot be concluded during lockdown. These too will be closed once we return to normal business.

5. **Medical support:** Am pleased to inform you that the Insurance Regulatory Authority has released a statement confirming that the existing medical insurance policies do provide cover for COVID-19 testing, treatment and care at the existing government designated facilities.

6. **Reward & recognition:** At the end of the Quarter we were to roll out a reward and recognition scheme to acknowledge and celebrate individuals or teams for their hard work, efforts, and accomplishments in the organization. To ensure we do not lose sight of our colleagues who contributed to key achievements of Q1, I would like to request nominations of individual or a teams that you would like us to celebrate for exemplary contribution. A link to the online site will be shared with you to nominate persons based on the following criteria:-

- Business Growth / Exceeding targets
- Lead generation
- Customer service/ growth / retention
- Innovation & Creativity
- Fraud Busting
- Leadership
- Demonstration of Company Values
- Cost optimization
- CSR engagement;
- Teamwork and going the extra mile.

Stay safe - wash hands frequently, sanitize regularly, maintain social distance and use your PPE correctly.

Yours Sincerely,



PRISCILLA MWANDHA
HEAD OF HUMAN RESOURCES

KCB Bank Uganda Limited

Directors: Aga Sekalala Jr. (Chairman); Edgar Omoto; Apollo Obbo; Paul Russo;
Gertrude Wamala Karugaba; Edgar Byamah; (Managing Director)